United Nations A/72/6 (Sect. 1)

General Assembly

Distr.: General
24 April 2017

Original: English

Seventy-second session

Proposed programme budget for the biennium 2018-2019*

Part I
Overall policymaking, direction and coordination

Section 1
Overall policymaking, direction and coordination

Contents

		Page
Overview		3
	Overall orientation	3
	Overview of resources	4
A.	Policymaking organs	8
	1. General Assembly	9
	2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12
	3. Committee on Contributions	13
	4. United Nations Board of Auditors (including its secretariat)	13
	5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	15
	6. Committee for Programme and Coordination	16
	7. Independent Audit Advisory Committee	16
B.	Secretary-General	17
C.	Executive direction and management	18
	1. Executive Office of the Secretary-General	20
	2. Office of the Director-General, United Nations Office at Geneva	25

* A summary of the approved programme budget will be issued as A/72/6/Add.1.

17-06551 (E) 090617

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Page

3. Office of the Director-General, United Nations Office at Vienna 26

4. Office of the Director-General, United Nations Office at Nairobi 27

D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict 28

E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict 34

F. Office of the Special Representative of the Secretary-General on Violence against Children 39

G. Office of the United Nations Ombudsman and Mediation Services 45

H. Office of Administration of Justice 47

I. Ethics Office 52

Annexes**

I. Organizational structure and post distribution for the biennium 2018-2019 57

II. Outputs included in the biennium 2016-2017 not to be delivered in the biennium 2018-2019 67

** The present report does not contain an annex with a summary of follow-up action taken to implement relevant recommendations of the oversight bodies, given that no such recommendations are outstanding.

Overview

Table 1.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	117 372 900
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(3 780 600)
New and expanded mandates	386 500
Changes within and/or across section(s)	3 477 400
Other changes	92 200
Total resource change	175 500
Proposal of the Secretary-General for 2018-2019[a]	117 548 400

[a] At 2016-2017 revised rates.

Table 1.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	224	1 DSG, 5 USG, 3 ASG, 8 D-2, 16 D-1, 30 P-5, 33 P-4, 28 P-3, 5 P-2/1, 12 GS (PL), 75 GS (OL), 8 LL
New post	3	1 USG and 1 D-1, under the Executive Office of the Secretary-General; and 1 P-4, under the Ethics Office
Redeployment	12	1 D-2, 1 P-5, 2 P-4, 2 P-3, 2 GS (PL), 4 GS (OL), from section 28 to section 1
Abolishment	(1)	1 GS (OL)
Proposed for the biennium 2018-2019	238	1 DSG, 6 USG, 3 ASG, 9 D-2, 17 D-1, 31 P-5, 36 P-4, 30 P-3, 5 P-2/1, 14 GS (PL), 78 GS (OL), 8 LL

Overall orientation

1.1 Subsection A below covers the proposed provision for the General Assembly, including travel resources for up to five representatives of Member States that are least developed countries to sessions of the Assembly, the requirements of the Presidents of the Assembly and backstopping to be provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. Provision is also made for the subsidiary organs of the Assembly whose terms of reference involve matters of general application to the activities of the Organization as a whole, namely, the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), the Committee on Contributions, the Board of Auditors (including its secretariat), the Committee for Programme and Coordination, the Independent Audit Advisory Committee, and for the participation of the United Nations in the costs of the secretariat of the United Nations Joint Staff Pension Fund.

1.2 The requirements directly attributable to the Secretary-General are set out in subsection B.

1.3 Subsection C covers the requirements for the overall executive direction and management of the Organization, namely, the Executive Office of the Secretary-General and the Offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi.

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

1.4 Proposed requirements for the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice and the Ethics Office are reflected under subsections D to I, respectively.

Overview of resources

1.5 The overall resources proposed for the biennium 2018-2019 for this section amount to $117,548,400 before recosting, reflecting a net increase of $175,500 (or 0.1 per cent) compared with the appropriation for 2016-2017. Resource changes result from four factors: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new and expanded mandates; (c) changes within and/or across sections; and (d) other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

1.6 The distribution of resources is reflected in tables 1.3 to 1.5.

Table 1.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	Component	*2014-2015 expenditure*	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*Resource changes*					*Total before recosting*	*Recosting*	*2018-2019 estimate*
					New and expanded mandates	*Within and or across section(s)*	*Other*	*Total*	*Percentage*			
A	Policymaking organs	35 073.7	38 066.8	(247.8)	386.5	–	–	111.7	0.3	38 178.5	873.0	39 051.5
B	Secretary-General	2 116.7	2 391.3	–	–	–	(20.2)	(20.2)	(0.8)	2 371.1	91.5	2 462.6
C	Executive direction and management	38 516.0	36 019.8	(466.4)	–	3 477.4	325.5	3 336.5	9.3	39 356.3	1 045.3	40 401.6
D	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	3 486.5	3 605.8	–	–	–	(30.5)	(30.5)	(0.8)	3 575.3	108.8	3 684.1
E	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	3 180.8	3 240.9	–	–	–	(27.4)	(27.4)	(0.8)	3 213.5	99.5	3 313.0
F	Office of the Special Representative of the Secretary-General on Violence against Children	3 765.4	4 747.0	–	–	–	(40.1)	(40.1)	(0.8)	4 706.9	155.1	4 862.0
G	Office of the United Nations Ombudsman and Mediation Services	7 144.9	6 989.0	–	–	–	(73.1)	(73.1)	(1.0)	6 915.9	204.9	7 120.8
H	Office of Administration of Justice	18 825.4	18 768.7	(3 039.4)	–	–	(199.7)	(3 239.1)	(17.3)	15 529.6	458.5	15 988.1
I	Ethics Office	3 431.2	3 543.6	–	–	–	157.7	157.7	4.5	3 701.3	122.6	3 823.9
	Subtotal	**115 540.7**	**117 372.9**	**(3 780.6)**	**386.5**	**3 477.4**	**92.2**	**175.5**	**0.1**	**117 548.4**	**3 159.2**	**120 707.6**

(2) *Other assessed*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A	Policymaking organs	9 847.7	10 392.8	10 218.2
B	Secretary-General	–	–	–
C	Executive direction and management	2 262.0	1 907.2	1 964.6
D	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	–	–	–
E	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	–	–	–
F	Office of the Special Representative of the Secretary-General on Violence against Children	–	–	–
G	Office of the United Nations Ombudsman and Mediation Services	3 597.1	3 991.2	4 491.4
H	Office of Administration of Justice	338.0	357.9	282.5
I	Ethics Office	1 822.8	1 926.8	2 131.5
	Subtotal	**17 867.6**	**18 575.9**	**19 088.2**

(3) *Extrabudgetary*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A	Policymaking organs	19 982.7	22 564.9	22 840.5
B	Secretary-General	–	–	–
C	Executive direction and management	84 269.2	82 611.2	79 369.9
D	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	489.6	840.0	940.0
E	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	3 707.3	3 759.1	3 847.8
F	Office of the Special Representative of the Secretary-General on Violence against Children[a]	–	750.0	1 500.0
G	Office of the United Nations Ombudsman and Mediation Services	–	–	–

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
H. Office of Administration of Justice	319.3	436.0	462.3
I. Ethics Office	2 474.4	1 670.4	1 821.0
Subtotal	**111 242.5**	**112 631.6**	**110 781.5**
Total	**244 650.8**	**248 580.4**	**250 577.3**

[a] The Trust Fund on Violence against Children was established in 2017.

Table 1.4 Post resources

	Established regular budget posts		Temporary posts						Total	
			Regular budget		Other assessed		Extrabudgetary			
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
DSG	1	1	–	–	–	–	–	–	1	1
USG	4	5	1	1	–	–	–	–	5	6
ASG	3	3	–	–	–	–	–	–	3	3
D-2	8	9	–	–	–	–	1	1	9	10
D-1	16	17	–	–	1	1	2	2	19	20
P-5	29	30	1	1	6	6	5	7	41	44
P-4/3	56	61	5	5	6	6	17	18	84	90
P-2/1	5	5	–	–	–	–	1	1	6	6
Subtotal	**122**	**131**	**7**	**7**	**13**	**13**	**26**	**29**	**168**	**180**
General Service										
Principal level	11	13	1	1	–	–	–	–	12	14
Other level	73	76	2	2	4	4	10	10	89	92
Subtotal	**84**	**89**	**3**	**3**	**4**	**4**	**10**	**10**	**101**	**106**
Other										
Local level	8	8	–	–	–	–	–	–	8	8
Field Service	–	–	–	–	2	2	–	–	2	2
Subtotal	**8**	**8**	**–**	**–**	**2**	**2**	**–**	**–**	**10**	**10**
Total	**214**	**228**	**10**	**10**	**19**	**19**	**36**	**39**	**279**	**296**

Table 1.5 Distribution of resources by component

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Policymaking organs			
1. General Assembly	4.7	–	2.0
2. Advisory Committee on Administrative and Budgetary Questions	7.3	4.3	–
3. Committee on Contributions	0.5	–	–
4. United Nations Board of Auditors	5.9	49.2	11.6
5. United Nations Joint Staff Pension Board	12.5	–	7.0
6. Committee for Programme and Coordination	0.7	–	–
7. Independent Audit Advisory Committee	0.9	–	–
Subtotal, A	**32.5**	**53.5**	**20.6**

	Regular budget	*Other assessed*	*Extrabudgetary*
B. Secretary-General	2.0	–	–
C. Executive direction and management			
1. Executive Office of the Secretary-General	24.7	10.3	71.0
2. Office of the Director-General, United Nations Office at Geneva	5.3	–	0.7
3. Office of the Director-General, United Nations Office at Vienna	1.9	–	–
4. Office of the Director-General, United Nations Office at Nairobi	1.7	–	–
Subtotal, C	**33.6**	**10.3**	**71.7**
D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	3.0	–	0.8
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2.7	–	3.5
F. Office of the Special Representative of the Secretary-General on Violence against Children	4.0	–	1.4
G. Office of the United Nations Ombudsman and Mediation Services	5.9	23.5	–
H. Office of Administration of Justice	13.2	1.5	0.4
I. Ethics Office	3.1	11.2	1.6
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

1.7 Resource changes reflect the net effect of the removal of non-recurrent requirements approved for the biennium 2016-2017 totalling $3,780,600, relating to: (a) the three ad litem judges of the United Nations Dispute Tribunal and the respective staffing complement, under the Office of Administration of Justice; (b) General Assembly resolution 71/260 on the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him; and (c) Assembly resolution 71/280 on the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration.

New and expanded mandates

1.8 Resource changes reflect an increase of $386,500 relating to General Assembly resolution 70/305 on the revitalization of the work of the Assembly, in which the Assembly, inter alia, requested the Secretary-General to submit, in the context of the proposed programme budget for the biennium 2018-2019, proposals to review the budget allocation of the Office of the President of the General Assembly in accordance with existing procedures and bearing in mind the recommendations contained in the report of the Secretary-General's Task Force (see A/70/783), including the recommendations contained in paragraph 68, sub-paragraphs (k) and (n), which respectively state that: (a) the Secretary-General should consider proposing the establishment of an additional P-5 post in the Office, which could be filled for a duration of up to five years, to manage the continuity and transfer of knowledge between Presidents and sessions, as well as assist in the preparation of the President's end-of-presidency report and in the handover briefing recommended for the President and/or the Office; and (b) the Secretary-General should propose that programme budget resources be allocated for handover and overlap costs in order to maximize the use of the transition period for incoming Presidents.

Changes within and/or across section(s)

1.9 Resource changes reflect an increase of $3,477,400 related to the proposed redeployment of the Office of the Spokesperson, together with the related resources, including 12 posts (1 D-2, 1 P-5, 2 P-4, 2 P-3, 2 General Service (Principal level) and 4 General Service (Other level)) and non-post resources from section 28, Public information, to section 1, Overall policymaking, direction and

coordination, to ensure effective management and development of media relations on behalf of the Secretary-General.

Other changes

1.10 Resource changes reflect a net increase of $92,200, including: (a) an increase ($815,400) resulting from the proposed establishment of three posts (1 Under-Secretary-General, 1 D-1 and 1 P-4) to maintain strategic oversight of policy matters across all pillars of the work of the United Nations and to lead efforts on system-wide coherence in conflict prevention; to implement the substantive work programme of the Human Rights Up Front initiative; and to support appeals and reviews of requests for protection against retaliation in the context of the whistle-blower policy, pursuant to the related Secretary-General's bulletin (ST/SGB/2017/2); and (b) a decrease ($723,200) related to efficiencies that various offices under section 1 plan to bring about in the biennium 2018-2019.

1.11 The proposed reduction is a result of, inter alia, the efforts of the various offices under section 1 to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019. For section 1, this translates into post and non-post reductions of $723,200, which fall under the Executive Office of the Secretary-General ($20,200), executive direction and management ($289,400), the Office of the Special Representative of the Secretary-General for Children in Armed Conflict ($30,500), the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict ($27,400), the Office of the Special Representative of the Secretary-General on Violence against Children ($40,100), the Office of the Ombudsman and Mediation Services ($73,100), the Office of Administration of Justice ($199,700) and the Ethics Office ($42,800).

Other assessed and extrabudgetary resources

1.12 Other assessed resources for 2018-2019, estimated at $19,088,200, would provide primarily for the portion of the work of the Advisory Committee on Administrative and Budgetary Questions, the United Nations Board of Auditors, the Executive Office of the Secretary-General, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice and the Ethics Office related to peacekeeping operations.

1.13 Extrabudgetary resources for 2018-2019, estimated at $110,781,500, would complement regular budget resources and provide support for various activities expected to be carried out by a number of offices under section 1 of the proposed programme budget.

A. Policymaking organs

Resource requirements (before recosting): $38,178,500

1.14 This subsection covers the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination and the Independent Audit Advisory Committee.

1.15 The distribution of resources of the policymaking organs is reflected in tables 1.6 and 1.7.

Table 1.6 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	5 343.1	5 343.1	18	18
Non-post	32 723.7	32 835.4	–	–
Subtotal	**38 066.8**	**38 178.5**	**18**	**18**
Other assessed	10 392.8	10 218.2	1	1
Extrabudgetary	22 564.9	22 840.5	1	1
Total	**71 024.5**	**71 237.2**	**20**	**20**

Table 1.7 **Post resources**

	Established regular budget posts		*Temporary posts*							
			Regular budget		*Other assessed*		*Extrabudgetary*		*Total*	
Category	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
Professional and higher										
D-2	1	1	–	–	–	–	–	–	1	1
D-1	2	2	–	–	–	–	–	–	2	2
P-5	3	3	–	–	–	–	–	–	3	3
P-4/3	4	4	–	–	1	1	–	–	5	5
Subtotal	**10**	**10**	**–**	**–**	**1**	**1**	**–**	**–**	**11**	**11**
General Service										
Principal level	1	1	–	–	–	–	–	–	1	1
Other level	7	7	–	–	–	–	1	1	8	8
Subtotal	**8**	**8**	**–**	**–**	**–**	**–**	**1**	**1**	**9**	**9**
Total	**18**	**18**	**–**	**–**	**1**	**1**	**1**	**1**	**20**	**20**

1. General Assembly

(a) Travel of representatives of Member States that are least developed countries

Resource requirements (before recosting): $2,354,000

1.16 In accordance with General Assembly resolutions 1798 (XVII) and 41/213, the Organization provides for the travel (excluding subsistence allowance) of up to five representatives of each of the 48 Member States that are considered least developed countries when attending a regular session of the Assembly and one representative or alternate representative to attend a special or emergency session of the Assembly.

1.17 The distribution of resources for the travel of representatives of Member States that are least developed countries is reflected in table 1.8.

Table 1.8 **Resource requirements: travel of representatives of Member States that are least developed countries**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	2 354.0	2 354.0	–	–
Total	**2 354.0**	**2 354.0**	**–**	**–**

1.18 The amount of $2,354,000 provides for the travel of eligible members to the seventy-third and seventy-fourth sessions of the General Assembly. As there is no resolution calling for either a special or an emergency session, no provision has been made for that purpose.

(b) Presidents of the General Assembly

Resource requirements (before recosting): $650,800

1.19 The General Assembly, in its resolution 52/220, approved the proposal of the Secretary-General to include a sum of $250,000 in the budget for each year of the biennium to supplement the level of support provided to the President of the General Assembly (see A/52/303, para. 1B.10). In the same resolution, the Assembly decided that the resources for the Office of the President of the General Assembly shall be presented on an object-of-expenditure basis, starting with the biennium 1998-1999, and approved the proposal of the Secretary-General regarding the level of resources for that biennium. In its resolution 53/214, the Assembly requested the Secretary-General to enhance the Office of the President by taking all steps necessary to ensure the full implementation of his proposal to supplement the support of the Office and decided that, consistent with the approved programme budget, the President of the Assembly shall have full authority to use funds provided in the budget for the Office, including hospitality, travel and any other expenditures required to carry out official responsibilities.

1.20 In its resolution 54/249, the General Assembly concurred with the observation of the Advisory Committee on Administrative and Budgetary Questions on the need to ensure that the Office of the President of the General Assembly is provided with adequate resources and decided that, in the interest of clarity and transparency, the resources proposed for support of the President shall be presented separately from the estimates for the travel of representatives of least developed countries to sessions of the Assembly. In the same resolution, the Assembly decided that the resources for the Office of the President shall be allocated between the Presidents of the sessions of the Assembly to which they relate so as to ensure their equitable provision.

1.21 The distribution of resources of the Presidents of the General Assembly is reflected in table 1.9.

Table 1.9 **Resource requirements: Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	925.6	650.8	–	–
Subtotal	**925.6**	**650.8**	**–**	**–**
Extrabudgetary	1 864.0	2 204.5	–	–
Total	**2 789.6**	**2 855.3**	**–**	**–**

1.22 The amount of $650,800, reflecting a net decrease of $274,800 compared with the appropriation for 2016-2017, is to be allocated in line with resolution 54/249 for the exclusive use and at the discretion of the Presidents of the General Assembly at its resumed seventy-second session ($217,300), its seventy-third regular and resumed sessions ($324,500) and its seventy-fourth regular session ($109,000). The funds will be made available to the Presidents of the Assembly, in accordance with the provisions of resolution 53/214, for the accomplishment of official responsibilities. The decrease of $274,800 reflects the removal of non-recurrent requirements related to resolution 71/280 on the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration.

1.23 Extrabudgetary resources in the estimated amount of $2,204,500 would be utilized to complement the other resources available to the Office of the President of the General Assembly to carry out various activities, including the provision of additional capacity through general temporary assistance. The increase of $340,500 reflects the anticipated level of extrabudgetary resources to support the Office.

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly

Resource requirements (before recosting): $2,506,100

1.24 Pursuant to General Assembly resolutions 58/126 and 59/313, provision is made for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly.

1.25 The distribution of resources for Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly is reflected in table 1.10.

Table 1.10 **Resource requirements: Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	2 119.6	2 506.1	–	–
Total	**2 119.6**	**2 506.1**	–	–

1.26 The amount of $2,506,100, reflecting a net increase of $386,500 compared with the appropriation for 2016-2017, would provide for general temporary assistance and overtime to support the Presidents of the General Assembly. The increase of $386,500 relates to General Assembly resolution 70/305 on the revitalization of the work of the Assembly, including: (a) one new general temporary assistance position at the P-5 level to manage the continuity and transfer of knowledge between Presidents and sessions and assist in the preparation of the President's end-of-presidency report and in the handover for the President and/or the Office; and (b) additional general temporary assistance resources corresponding to an overlap period of one month for each of the four positions (2 D-2, 1 D-1 and 1 P-5) to maximize the use of the transition period for incoming Presidents on an annual basis.

2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)

Resource requirements (before recosting): $8,541,900

1.27 The Advisory Committee on Administrative and Budgetary Questions, a subsidiary organ of the General Assembly, consists of 16 members appointed by the Assembly in their individual capacity. The functions and responsibilities of the Advisory Committee, as well as its composition, are governed by the provisions of Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly. The Advisory Committee is responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The budgetary resources under this heading cover the payment of the travel and subsistence expenses of the Chair and members of the Committee for attendance at its sessions in accordance with the provisions of Assembly resolutions 1798 (XVII), 32/198, 41/176, 42/214, 42/225, section VI, and 47/219 A, section XV. The conditions of service and compensation of the Chair of the Committee have been determined in accordance with resolutions 35/221, 40/256, 45/249, 55/238, 58/266 and 65/268, and include the Organization's related contribution to the United Nations Joint Staff Pension Fund pursuant to Assembly resolution 37/131.

1.28 The activities of the secretariat of the Advisory Committee include the provision of substantive, technical and administrative advice and support to the Committee on issues of policy and/or procedures. This includes research and analysis of documentation and the examination and analysis of the proposals contained in the Secretary-General's reports and of all relevant supplementary and background documentation in order to determine their compliance with legislative mandates, definition of issues and administrative and financial regulations and rules. The secretariat is also responsible for drafting the reports of the Committee, which contain its conclusions and recommendations to the Assembly. Additional activities include the scheduling of meetings of the Committee with the offices of the global Secretariat, including the Department of Management, the Department of Peacekeeping Operations, the Department of Field Support, the Board of Auditors, the Independent Audit Advisory Committee, the Office of Internal Oversight Services and other relevant entities, including the coordination of the appearance of senior officials of these entities and other entities outside the Secretariat, as required. The secretariat of the Advisory Committee carries out its activities in close cooperation with the secretariat of the Administrative and Budgetary Committee (Fifth Committee) and with other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports and the sharing of information and experience.

1.29 The distribution of resources of the Advisory Committee on Administrative and Budgetary Questions (including its secretariat) is reflected in table 1.11.

Table 1.11 **Resource requirements: Advisory Committee on Administrative and Budgetary Questions**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 361.9	3 361.9	10	10
Non-post	5 180.0	5 180.0	–	–
Subtotal	**8 541.9**	**8 541.9**	**10**	**10**
Other assessed	813.3	821.4	1	1
Total	**9 355.2**	**9 363.3**	**11**	**11**

1.30 The amount of $8,541,900 would provide for the continuation of 10 posts (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 General Service (Principal level) and 2 General Service (Other level)) ($3,361,900) and non-post requirements, including other staff costs, non-staff compensation, travel of representatives, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($5,180,000), to support the implementation of the mandate of the Advisory Committee.

1.31 Resources from the support account for peacekeeping operations, estimated at $821,400, would provide support for the secretariat of the Advisory Committee in matters related to peacekeeping operations.

3. Committee on Contributions

Resource requirements (before recosting): $586,700

1.32 The Committee on Contributions is a subsidiary organ of the General Assembly consisting of 18 members appointed by the Assembly in their individual capacity. The responsibilities of the Committee, its nature and composition and the terms of appointment of its members are governed by the provisions of Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly. The Committee provides advice to the Assembly on the apportionment of the expenses of the Organization among its Members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. It also provides advice to the Assembly on the assessments to be fixed for new Members, on appeals by Members for a change of assessment, on action to be taken if Members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter.

1.33 The distribution of resources of the Committee on Contributions is reflected in table 1.12.

Table 1.12 **Resource requirements: Committee on Contributions**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	586.7	586.7	–	–
Total	**586.7**	**586.7**	**–**	**–**

1.34 The amount of $586,700 would provide for the payment of the travel and subsistence allowance for the members of the Committee in accordance with the provisions of General Assembly resolutions 1798 (XVII) and 45/248.

4. United Nations Board of Auditors (including its secretariat)

Resource requirements (before recosting): $6,975,200

1.35 The Board of Auditors, which was established by the General Assembly in its resolution 74 (I), as amended by resolution 55/248, consists of the Auditors-General (or officers holding the equivalent title) of three Member States appointed by the Assembly subject to the terms and conditions laid down in regulations 7.1 to 7.3 of the Financial Regulations and Rules of the United Nations. The Board of Auditors performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the Assembly for its consideration. The main terms of reference of the Board are set forth in regulations 7.4 to 7.12 and are elaborated upon in an annex to the Financial Regulations. The Board of Auditors, in addition to expressing an opinion on the financial statements, is also required

to make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and, in general, the administration and management of the United Nations, as provided for by regulation 7.5.

1.36 Coordination with other external audit activities in the United Nations system is ensured through the Panel of External Auditors, established by the General Assembly in its resolution 1438 (XIV), and consisting of members of the United Nations Board of Auditors and the appointed external auditors of the specialized agencies and of the International Atomic Energy Agency. The Board of Auditors also coordinates its work with the Joint Inspection Unit and the internal audit services of the United Nations and its funds and programmes.

1.37 The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities. In addition, the secretariat makes the necessary arrangements for the holding of two sessions of the Board, one session of the Panel and one session of the Technical Group each year; develops the working papers and prepares reports in respect of items on the agendas of the sessions; prepares summary records of the meeting of the Board, the Panel, the Technical Group and the Audit Operations Committee; and provides liaison between those organs and other United Nations bodies.

1.38 The distribution of resources of the Board of Auditors (including its secretariat) is reflected in table 1.13.

Table 1.13 **Resource requirements: Board of Auditors**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 409.1	1 409.1	6	6
Non-post	5 566.1	5 566.1	–	–
Subtotal	**6 975.2**	**6 975.2**	**6**	**6**
Other assessed	9 579.5	9 396.8	–	–
Extrabudgetary	12 916.9	12 852.0	1	1
Total	**29 471.6**	**29 224.0**	**7**	**7**

1.39 The amount of $6,975,200 would provide for the continuation of 6 posts (1 D-1, 1 P-3 and 4 General Service (Other level)) ($1,409,100) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($5,566,100), to support the implementation of the mandate of the Board.

1.40 The current estimate is made assuming normal requirements to conduct audits. Should there be any requests over and above the current level of planned outputs, the Board would need to consider the reprioritization of its scheduled outputs in order to evaluate to what extent such additional requests could be accommodated.

1.41 Resources from other assessed resources ($9,396,800) and extrabudgetary resources ($12,852,00) relate primarily to, inter alia, the external audit fees paid directly from other assessed budgets, including peacekeeping missions, and from the United Nations funds and programmes and affiliated bodies, respectively.

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

Resource requirements (before recosting): $14,752,000

1.42 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat for the Board and each such committee. The Assembly exercises legislative authority on behalf of all participating organizations.

1.43 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, since the central secretariat of the Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continues to handle pension administration for the United Nations by special arrangement with the United Nations Joint Staff Pension Board. For those services, the United Nations reimburses the Fund in accordance with arrangements agreed upon by the two parties and provides other services to the Fund free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required.

1.44 The distribution of resources of the United Nations Joint Staff Pension Board is reflected in table 1.14.

Table 1.14 **Resource requirements: United Nations Joint Staff Pension Board**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	14 752.0	14 752.0	–	–
Subtotal	**14 752.0**	**14 752.0**	**–**	**–**
Extrabudgetary	7 784.0	7 784.0	–	–
Total	**22 536.0**	**22 536.0**	**–**	**–**

1.45 The amount of $14,752,000 would provide for the total cost of travel of representatives of the United Nations to meetings of the United Nations Joint Staff Pension Board ($266,600) and the regular budget share of the cost of the central secretariat of the Fund ($14,485,400).

1.46 The share of the funds and programmes in the costs amounting to $7,784,000 to be borne by the United Nations is reflected under extrabudgetary resources.

1.47 At the time of reporting, the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2018-2019 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Fund for the biennium 2018-2019 and action taken by the General Assembly at its seventy-second session on the basis of such recommendations as the Pension Board may make in 2017 with respect to that budget. A statement of administrative and financial implications will be submitted to the Assembly at its seventy-second session should the Board's recommendations involve resources different from those estimated in the present report.

1.48 Pending the finalization of the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2018-2019 and the recommendations of the Pension Board thereon, the present estimates are based on the appropriation for the biennium 2016-2017.

6. Committee for Programme and Coordination

Resource requirements (before recosting): $773,200

1.49 In its decision 42/450, the General Assembly decided that the Committee for Programme and Coordination shall be composed of 34 States Members of the United Nations, elected for a three-year term on the basis of equitable geographical distribution. In paragraph 12 of its resolution 31/93, the Assembly authorized the payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee as a special exception to the basic principles contained in paragraph 2 of Assembly resolution 1798 (XVII). This arrangement was approved for an experimental period beginning in 1978 and was to be reviewed by the Assembly at its thirty-fourth session. It has been assumed that, for the purpose of these budget estimates, the duration of the Committee's sessions will remain six weeks in the off-budget year and four weeks in the budget year.

1.50 The distribution of resources of the Committee for Programme and Coordination is reflected in table 1.15.

Table 1.15 **Resource requirements: Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	773.2	773.2	–	–
Total	**773.2**	**773.2**	**–**	**–**

1.51 The amount of $773,200 would provide for the continuation of the arrangements called for by the General Assembly in the aforementioned resolutions.

7. Independent Audit Advisory Committee

Resource requirements (before recosting): $1,038,600

1.52 The General Assembly, by its resolution 60/248, established the Independent Audit Advisory Committee to serve in an expert advisory capacity and to assist the Assembly in fulfilling its oversight responsibilities. By its resolution 61/275, the Assembly approved the terms of reference for the Committee and the criteria for membership, which stipulate that the Committee shall comprise five members appointed by the Assembly with due regard to equitable geographical representation, who are independent of their Governments, the Board of Auditors, the Joint Inspection Unit and the Secretariat. Members of the Committee must have senior-level financial, audit and/or other oversight-related expertise. The Committee became operational with the appointment of members effective 1 January 2008, in accordance with Assembly decision 62/413, and held its inaugural session in February 2008.

1.53 The Committee is responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions and on measures to ensure the compliance of management with audit and other oversight recommendations. The scope of the work of the Committee is laid down in its terms of reference (resolution 61/275, annex), and its proceedings

are governed by the rules of procedure adopted by the Committee at its inaugural session in February 2008.

1.54 The secretariat of the Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities. In addition, the secretariat, which is the primary point of contact for the Committee in the United Nations, makes arrangements for the Committee's four annual sessions, compiles the meeting papers and prepares reports in respect of items on the agendas of the sessions and summary records of the meetings of the Committee.

1.55 The distribution of resources of the Independent Audit Advisory Committee is reflected in table 1.16.

Table 1.16 **Resource requirements: Independent Audit Advisory Committee**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	572.1	572.1	2	2
Non-post	466.5	466.5	–	–
Total	**1 038.6**	**1 038.6**	**2**	**2**

1.56 The amount of $1,038,600 would provide for the continuation of two posts (1 P-5 and 1 General Service (Other level)) ($572,100) and non-post requirements, including other staff costs, consultants, travel of representatives, travel of staff, contractual services, general operating expenses and supplies and materials ($466,500).

B. Secretary-General

Resource requirements (before recosting): $2,371,100

1.57 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who in turn appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.

1.58 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General will be directed towards the achievement of the priorities for the biennium 2018-2019 as decided by the Assembly in its resolution 71/274.

1.59 The distribution of resources of the Secretary-General is reflected in table 1.17.

Table 1.17 **Resource requirements: Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 114.5	1 114.5	–	–
Non-post	1 276.8	1 256.6	–	–
Total	**2 391.3**	**2 371.1**	**–**	**–**

1.60 The amount of $2,371,100 would provide for the salary and allowances of the Secretary-General, travel requirements, general operating expenses and hospitality.

C. Executive direction and management

Resource requirements (before recosting): $39,356,300

1.61 The proposed resources, amounting to $39,356,300, under executive direction and management, would provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. Those offices provide support to the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter of the United Nations by assisting in: (a) the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) the supervision and coordination of the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) relations with the press and the public; (d) inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations (NGOs); (e) relations with the principal organs of the United Nations and host Governments; and (f) contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter.

1.62 The distribution of resources for executive direction and management is reflected in tables 1.18 and 1.19.

Table 1.18 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	32 983.0	36 669.4	113	126
Non-post	3 036.8	2 686.9	–	–
Subtotal	**36 019.8**	**39 356.3**	**113**	**126**
Other assessed	1 907.2	1 964.6	5	5
Extrabudgetary	82 611.2	79 369.9	34	37
Total	**120 538.2**	**120 690.8**	**152**	**168**

Table 1.19 Post resources

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Other assessed		Temporary posts: Extrabudgetary		Total	
	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
DSG	1	1	–	–	–	–	–	–	1	1
USG	3	4	–	–	–	–	–	–	3	4
ASG	1	1	–	–	–	–	–	–	1	1
D-2	5	6	–	–	–	–	1	1	6	7
D-1	10	11	–	–	1	1	1	1	12	13
P-5	11	12	–	–	2	2	5	7	18	21
P-4/3	22	26	–	–	–	–	17	18	39	44
P-2/1	3	3	–	–	–	–	1	1	4	4
Subtotal	**56**	**64**	**–**	**–**	**3**	**3**	**25**	**28**	**84**	**95**
General Service										
Principal level	8	10	–	–	–	–	–	–	8	10
Other level	46	49	–	–	2	2	9	9	57	60
Subtotal	**54**	**59**	**–**	**–**	**2**	**2**	**9**	**9**	**65**	**70**
Other										
Local level	3	3	–	–	–	–	–	–	3	3
Subtotal	**3**	**3**	**–**	**–**	**–**	**–**	**–**	**–**	**3**	**3**
Total	**113**	**126**	**–**	**–**	**5**	**5**	**34**	**37**	**152**	**168**

Table 1.20 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure that the policies and directives of Member States are translated into action in an effective and efficient manner

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures: 2018-2019	2016-2017	2014-2015	2012-2013
(a) Enhanced policy coherence in the management of the activities of the United Nations	Policy guidance is provided to United Nations entities on relevant issues [number of decisions resulting from the Secretary-General's Executive Committee meetings]	Target	100			
		Estimate		150		
		Actual				
(b) Improved strategic response by the Secretariat to rule of law challenges faced by Member States	Increased awareness of and support for United Nations rule of law initiatives among key rule of law stakeholders [instances of key stakeholders discussing United Nations rule of law initiatives]	Target	28	20	9	
		Estimate		26	20	7
		Actual			25	18
(c) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Timely submission of documentation [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			99.9	99.9
(d) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100	100		
		Estimate		100		
		Actual				

1. Executive Office of the Secretary-General

Resource requirements (before recosting): $28,901,000

1.63 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General with strategic planning, preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution 52/12 B.

1.64 The resources for the Executive Office of the Secretary-General also provide for the posts and offices of the Chef de Cabinet and the Assistant Secretary-General for Strategic Coordination. It is also proposed that the position of Senior Adviser on Policy (Under-Secretary-General) be established in the Executive Office.

1.65 The Secretary-General determined that, in order to fulfil his functions effectively in the service of the priorities and mandates established by Member States, an Office that makes fuller use of its unique cross-pillar perspective and unparalleled convening power within the Organization and its ability to initiate action across a wide range of issues that cut across the three pillars is required. The Executive Office is now functioning as an integrated office, with reporting lines through the Chef de Cabinet to the Secretary-General.

1.66 The Secretary-General therefore proposes to create one new post, that of the Senior Adviser on Policy, and to reprofile the functions of the existing post of Assistant Secretary-General as Assistant Secretary-General for Strategic Coordination, to ensure more dedicated senior attention to longer-term substantive thinking and planning, strategic coordination and decision-making. He also clarified the division of labour between the Deputy Secretary-General and the Chef de Cabinet, reverting to the functions established by the General Assembly in its resolution 52/12 B for the Deputy Secretary-General, with a special focus on sustainable development. He emphasized that the top four senior officials would function as a team and that the aim of the Executive Office of the Secretary-General would be to lead on cross-cutting priority issues requiring a joint, coherent United Nations effort involving multiple parts of the Organization and to empower and draw upon the work of the departments, agencies, funds and programmes, fostering cooperation among them in pursuit of the priorities set by Member States. In this regard, he emphasized the need for openness to ideas, strategic communications and shifting the culture of the Office from reactive to proactive.

1.67 To support this vision of his Office, the Secretary-General proposes the establishment of two additional posts (1 Under-Secretary-General and 1 D-1) as outlined below, as well as some structural changes within existing resources, in keeping with the logic and division of labour described above. The revised proposed structure is described below.

Deputy Secretary-General

1.68 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution 52/12 B, will place special focus on sustainable development, including the 2030 Agenda for Sustainable Development, the management of the reform review of the United Nations development system, financing for development, the humanitarian-development nexus, climate change, migration, global health and related issues.

Sustainable Development Unit

1.69 The Sustainable Development Unit supports the strategic engagement on sustainable development, including the 2030 Agenda, financing for development, climate change, migration, human mobility, the humanitarian-development nexus, global health and related issues. The Unit also provides substantive inputs to the Chef de Cabinet, both directly and through the Assistant

Secretary-General for Strategic Coordination, thus contributing to the integrated analysis of the material discussed at, and the preparations for, the meetings of the Executive Committee. In keeping with the vision of the Secretary-General to have the Executive Office of the Secretary-General work strategically across the pillars of the Organization, the Unit engages in close liaison with the Office of the Assistant Secretary-General for Strategic Coordination to ensure coordination, coherence and integration of its work with the rest of the Executive Office. The work of the Unit is divided into the following three areas of focus:

(a) Sustainable Development Goals: further the efforts of the Secretary-General and the Deputy Secretary-General to assist senior management in developing a strategic approach to strengthening support for Member States in the implementation of the 2030 Agenda;

(b) Climate change: provide global leadership on maintaining momentum on action against climate change, accelerating implementation of the Paris Agreement and enhancing targets for emissions reduction and resilience-building by countries and other stakeholders in the context of the 2030 Agenda, including their linkages with peace and security and the sustaining peace agenda, in coordination with relevant parts of the United Nations system;

(c) Migration: support the leadership of the Secretary-General and the Deputy Secretary-General and advise senior managers on issues of migration and human mobility in the context of the 2030 Agenda, the Paris Agreement and the New York Declaration for Refugees and Migrants, in consultation with relevant parts of the United Nations system; provide global leadership on behalf of the Secretary-General and Deputy Secretary-General on high-level political advocacy and engagement with Member States on migration-related issues; engage in close liaison with the Office of the Special Representative of the Secretary-General for International Migration on the follow-up to the migration-related aspects of the New York Declaration and the strengthening of global governance of migration and human mobility; ensure linkages between the migration and refugee compacts emerging from the New York Declaration; and contribute to the United Nations system-wide global campaign and actions to counter xenophobia, in consultation with relevant parts of the United Nations system.

Chef de Cabinet

1.70 The Office of the Chef de Cabinet oversees the work and management of the Executive Office of the Secretary-General, which includes the work of the units, senior appointments, scheduling and travel, strategic communications and speechwriting, the Spokesperson, management and administration, interfacing with Member States, substantive work, strategic direction, support for the Management Committee and the Management Performance Board, the overview of Secretariat management reform and the alignment of the various reform streams, as well as the activities of the Assistant Secretary-General for Strategic Coordination. Accordingly, the Office of the Chef de Cabinet comprises the units set out below.

Strategic Coordination Unit

1.71 The functions of the existing Assistant Secretary-General have been refocused on strategic coordination in accordance with the vision of the Secretary-General, but with the reporting line to the Chef de Cabinet remaining unchanged.

1.72 The Assistant Secretary-General for Strategic Coordination supports the Executive Office of the Secretary-General with analysis and advice across the political, peacekeeping, development, humanitarian, human rights and rule of law portfolios. Furthermore, the function oversees and ensures strategic coordination, coherence and integrated information and analysis.

1.73 The Assistant Secretary-General for Strategic Coordination also provides secretariat support to the newly established Executive Committee in its role as the primary decision-making forum of the Secretary-General, by maintaining a forward agenda that corresponds to the priorities of the Secretary-General, commissioning policy options from relevant United Nations entities, drawing on the United Nations Operations and Crisis Centre, overseeing consultations, providing

substantive support, quality control and follow-up and engaging in close liaison with the Senior Adviser on Policy.

Strategic Planning and Monitoring Unit

1.74 The Strategic, Planning and Monitoring Unit provides support for priority-setting, forward planning, strategic analysis, enterprise risk management and ensuring strategic direction and strategic planning frameworks; analyses and plans for United Nations conflict response efforts, with a particular focus on new and transitioning peace operations, by preparing strategic considerations and options on the basis of information; translates the guidance of the Secretary-General into strategic directives that set out overall parameters for potential United Nations engagement; ensures that the strategic directives and relevant planning policies of the Secretary-General are adhered to across the lifetime of an operation; and enhances integrated conflict analysis and planning capacity across the system.

Political, Peacekeeping, Humanitarian and Human Rights Unit

1.75 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include, inter alia, working closely with the relevant line departments in providing situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; providing high-quality and well-coordinated inputs to public and private communications; and ensuring that human rights concerns are adequately reflected in the above work, including through the Human Rights Up Front initiative. It is proposed that one post of Principal Officer (D-1) be established for the Human Rights Up Front initiative.

1.76 The aim of the Human Rights Up Front initiative is to address systemic weaknesses in United Nations prevention of crises and conflict and to bring United Nations development, political, humanitarian and human rights entities together in shared analysis, discussion, strategizing and decision-making, on the basis of their existing activities. By taking coordinated decisions across these pillars, the United Nations will achieve improved prevention.

Rule of Law Unit

1.77 The Rule of Law Unit serves as the focal point in the Executive Office of the Secretary-General for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability and organized crime and drugs, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It is working towards furthering a strategic approach to the work of the Organization on the rule of law and in promoting the fundamental importance of the rule of law for dialogue and cooperation between Member States. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General (A/61/636).

Scheduling and Travel Unit

1.78 The Scheduling and Travel Unit oversees the scheduling of meetings, events and travel of the Secretary-General, handling requests for invitations and individual meetings, in consultation with departments, offices and units. The responsibilities of the Unit include preparation for scheduled activities (meetings, events and travel), including the consolidation of briefing materials, the preparation of scenarios and the organization of the travel of the Secretary-General.

Strategic Communication and Speech Writing Unit

1.79 The Strategic Communication and Speech Writing Unit is responsible for providing communications advice to the Secretary-General regarding his priorities/work and the wider mission of the United Nations, including peacekeeping; drafting speeches, op-ed articles, messages and other materials for delivery by the Secretary-General, Deputy Secretary-General and other senior officials; and working in tandem with communications colleagues and others across the United Nations system on long-term planning and day-to-day challenges.

Office of the Spokesperson

1.80 It is proposed that the Office of the Spokesperson be redeployed from section 28, Public information, to section 1, Overall policymaking, direction and coordination, together with the related resources. The Office of the Spokesperson is responsible, inter alia, for providing information to the news media about the activities of the United Nations as a whole, and in particular those of the Secretary-General. Personnel of the Office travel with the Secretary-General, keep him abreast of breaking news and ensure that all statements t made are placed on record. The Office also provides information for the daily press briefings to the media and updates the website of the Office with information on current world issues and developing events at the United Nations, with a particular focus on the work of the Secretary-General. The Office is responsible for: (a) arranging press conferences for the Secretary-General, the Deputy Secretary-General and other senior United Nations officials and representatives of Member States and of the United Nations system; and (b) organizing briefings (including arranging briefing programmes and background briefings by senior United Nations officials), interviews and other direct outreach, including the issuance of media alerts, for media correspondents and journalists.

1.81 The proposed redeployment of the Office of the Spokesperson would ensure successful management and development of media relations on behalf of the Secretary-General. Close proximity and coordination between the Office of the Spokesperson and the Strategic Communication and Speech Writing Unit is key to advancing the priorities of the Secretary-General for strategic communications. This can be ensured through the co-location of the two offices within the Executive Office of the Secretary-General. Such co-location would facilitate advance planning, objective-setting, prioritization, key message development, audience targeting and the selection of appropriate platforms for dissemination and evaluation, and would enable the Executive Office to better achieve its goals, handle crises and manage the Organization's reputation.

Management and Administrative Unit

1.82 The Management and Administrative Unit provides support to the Secretary-General and the Executive Office of the Secretary-General in the areas of human resources, financial and budgetary management and general administration. The Unit also provides similar support to the Ethics Office, the Office of Administration of Justice and the Office of the United Nations Ombudsman and Mediation Services. In addition, the Unit carries out advisory and liaison functions with respect to matters related to management, oversight, conference support, safety and security, legal affairs, ethics and discipline. The Unit, which includes the Central Records subunit, also ensures the effective management of correspondence for the Secretary-General and the Executive Office.

Senior Adviser on Policy

1.83 It is proposed that the position of Senior Adviser on Policy (Under-Secretary-General) be established. In line with the vision of the Secretary-General and the set of priorities established upon taking office, the Senior Adviser would support the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations, ensuring an integrated approach among the United Nations pillars and leading efforts on system-wide coherence in crisis prevention.

1.84 The functions of the Assistant Secretary-General for Strategic Coordination and the Senior Adviser on Policy are complementary, given that the main function of the Assistant Secretary-General is largely inward-looking: overseeing and ensuring strategic coordination, coherence and integrated information and analysis in the daily work of the four substantive units of the Executive Office. The role of the Senior Adviser will be largely outward-looking: directly assisting and advising the Secretary-General on his policy priorities in close consultation with the Deputy Secretary-General, the Chef de Cabinet and the Assistant Secretary-General.

1.85 The distribution of resources of the Executive Office of the Secretary-General is reflected in table 1.21.

Table 1.21 **Resource requirements: Executive Office of the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	22 957.7	26 644.1	80	93
Non-post	2 570.6	2 256.9	–	–
Subtotal	**25 528.3**	**28 901.0**	**80**	**93**
Other assessed	1 907.2	1 964.6	5	5
Extrabudgetary	81 843.2	78 601.9	31	34
Total	**109 278.7**	**109 467.5**	**116**	**132**

1.86 The amount of $28,901,000, reflecting a net increase of $3,372,700 compared with the appropriation for 2016-2017, would provide for 93 posts (1 Deputy Secretary-General, 2 Under-Secretary-General, 1 Assistant Secretary-General, 6 D-2, 8 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2, 7 General Service (Principal level) and 39 General Service (Other level)) ($26,644,100) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($2,256,900), to support the implementation of the mandate of the Executive Office of the Secretary-General.

1.87 The increase of $3,372,700 reflects the net effect of: (a) the proposed redeployment of the 12 posts (1 D-2, 1 P-5, 2 P-4, 2 P-3, 2 General Service (Principal level) and 4 General Service (Other level)) and non-post resources of the Office of the Spokesperson from section 28, Public information, to ensure successful management, development and coordination of media relations on behalf of the Secretary-General; (b) the proposed establishment of 2 posts (1 Under-Secretary-General and 1 D-1) to maintain strategic oversight of policy matters across all pillars of the work of the United Nations, to lead efforts on system-wide coherence in conflict prevention and to implement the substantive work programme of the Human Rights Up Front initiative; (c) reductions resulting from efficiencies that the Office plans to bring about in 2018-2019, including the proposed abolishment of 1 General Service (Other level) post; and (d) the removal of non-recurrent requirements related to General Assembly resolution 71/260 on the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him, and to resolution 71/280 on the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration.

1.88 Resources from the support account for peacekeeping operations, estimated at $1,964,600, including five posts, would supplement the work of the Political, Peacekeeping, Humanitarian and Human Rights Unit and the Strategic Communication and Speech Writing Unit on issues relating to peacekeeping.

1.89 Extrabudgetary resources in the estimated amount of $78,601,900 would be used to: (a) provide backing for the United Nations Global Compact initiative in facilitating cooperation among key

stakeholders in support of United Nations goals; (b) provide assistance to the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; (c) provide for special projects to be undertaken by the Executive Office of the Secretary-General; (d) provide support for the activities of the United Nations High Representative for the Alliance of Civilizations; (e) provide support for the priority agenda of the Secretary-General; (f) promote the system-wide application of the human security approach across all three pillars of the Organization; and (g) provide support for finance activities related to the maintenance of international peace and security. The decrease of $3,241,300 is attributable to one-time contributions for projects completed during the biennium 2016-2017.

2. Office of the Director-General, United Nations Office at Geneva

Resource requirements (before recosting): $6,196,900

1.90 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in his functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). The functions of the Office of the Director-General are:

(a) To provide executive support to the Director-General and assist the Director-General in the overall direction and management of United Nations Office at Geneva and the coordination of the activities of its units;

(b) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters;

(c) To maintain contact with permanent and observer missions, including coordinating information with them;

(d) To provide advice and support to the Director-General in his communications, public relations and outreach activities;

(e) To provide advice and support to the Director-General in the discharge of his political and representational functions with Member States, regional and other intergovernmental organizations and to engage in liaison with relevant Headquarters departments in this area;

(f) To maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies at Geneva, and facilitating inter-agency cooperation;

(g) To support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community and the private sector, and engaging in liaison with relevant Headquarters departments in this area; and maintaining liaison with NGOs, first and foremost those in consultative status with the Economic and Social Council, and facilitating their participation in United Nations activities;

(h) To maintain and develop cooperation with research and academic institutions, including organizing joint events;

(i) To represent the Legal Counsel in Geneva, assist the Director-General on all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva, as well as funds and programmes in Geneva, and engage in liaison with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;

(j) To carry out protocol and diplomatic liaison functions with permanent and observer missions and host country authorities, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work.

1.91 The Office of the Director-General is headed by a Chef de Cabinet who is accountable to the Director-General. The Office is composed of the Political Affairs and Partnerships Section, the Protocol and Liaison Service and the Legal Affairs Section.

1.92 The distribution of resources of the Office of the Director-General is reflected in table 1.22.

Table 1.22 **Resource requirements: Office of the Director-General, United Nations Office at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	6 037.0	6 037.0	17	17
Non-post	159.9	159.9	–	–
Subtotal	**6 196.9**	**6 196.9**	**17**	**17**
Extrabudgetary	768.0	768.0	3	3
Total	**6 964.9**	**6 964.9**	**20**	**20**

1.93 The amount of $6,196,900 would provide for the continuation of 17 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2, 2 General Service (Principal level) and 6 General Service (Other level)) ($6,037,000) and non-post requirements, including other staff costs, travel of staff, contractual services, hospitality, supplies and materials and furniture and equipment ($159,900), to support the implementation of the mandate of the Office of the Director-General.

1.94 Extrabudgetary resources in the estimated amount of $768,000 would provide for the continuation of three temporary posts in support of the Legal Affairs Section and the Political Affairs and Partnerships Section.

3. Office of the Director-General, United Nations Office at Vienna

Resource requirements (before recosting): $2,223,300

1.95 The functions of the Office of the Director-General of the United Nations Office at Vienna are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5). The coordination of the activities of the Office is entrusted to the Director-General, who is responsible for the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government and other Governments and intergovernmental and non-governmental organizations in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime (UNODC). The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General are:

(a) To provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;

(b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;

(c) To represent the Legal Counsel in Vienna and to provide assistance to the Director-General on all legal matters and legal services for entities of the United Nations Secretariat in Vienna;

(d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;

(e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;

(f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.96 The distribution of resources of the Office of the Director-General at Vienna is reflected in table 1.23.

Table 1.23 **Resource requirements: Office of the Director-General, United Nations Office at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 122.0	2 122.0	9	9
Non-post	120.2	101.3	–	–
Total	**2 242.2**	**2 223.3**	**9**	**9**

1.97 The amount of $2,223,300, reflecting a net decrease of $18,900 compared with the appropriation for 2016-2017, would provide for the continuation of nine posts (1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level) and 4 General Service (Other level)) ($2,122,000) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($101,300), to support the implementation of the mandate of the Office of the Director-General, United Nations Office at Vienna. The decrease of $18,900 reflects the efficiencies that the Office plans to bring about in 2018-2019.

4. Office of the Director-General, United Nations Office at Nairobi

Resource requirements (before recosting): $2,035,100

1.98 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental and non-governmental organizations based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are:

(a) To provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;

(b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;

(c) To provide legal advisory services for the Office, the United Nations Environment Programme and the United Nations Human Settlements Programme;

(d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.99 The distribution of resources of the Office of the Director-General at Nairobi is reflected in table 1.24.

Table 1.24 **Resource requirements: Office of the Director-General, United Nations Office at Nairobi**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 866.3	1 866.3	7	7
Non-post	186.1	168.8	–	–
Total	**2 052.4**	**2 035.1**	**7**	**7**

1.100 The amount of $2,035,100, reflecting a net decrease of $17,300 compared with the appropriation for 2016-2017, would provide for the continuation of seven posts (1 Under-Secretary-General, 1 D-1, 2 P-4 and 3 General Services (Local level)) ($1,866,300) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($168,800), to support the implementation of the mandate of the Office of the Director-General, United Nations Office at Nairobi. The decrease of $17,300 reflects the efficiencies that the Office plans to bring about in 2018-2019.

D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

Resource requirements (before recosting): $3,575,300

1.101 The overarching objective of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is to promote the protection of all children affected by armed conflict. This objective is in line with various General Assembly resolutions and, more recently, the commitment of Member States to promote and protect the rights and welfare of children in armed conflicts and other legal frameworks and initiatives.

1.102 The initial mandate of the Office of the Special Representative is reflected in General Assembly resolution 51/77, which resulted from a comprehensive report on the impact of armed conflict on children (see A/51/306 and Add.1). The Assembly has since extended the mandate of the Special Representative on six occasions, most recently in its resolution 69/157. The current mandate runs until 31 December 2017 and will be subject to review by the Assembly at its seventy-second session.

1.103 Key elements of the mandate of the Special Representative are: (a) to provide political leadership and high-level advocacy for the protection of children affected by armed conflict and to lead the collection of information about the plight of those children; (b) to advocate for, build awareness about and give prominence to the rights and protection of children affected by armed conflict; (c) to work with United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children with a view to ending impunity for grave violations and to promote a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict.

1.104 In addition, the Security Council, in successive resolutions (see resolutions 1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004), 1612 (2005), 1882 (2009), 1998 (2011), 2068

(2012), 2143 (2014) and 2225 (2015)), called upon the Secretary-General to take measures for the protection of children in armed conflict and has called for annual reports on the implementation of such measures. The Council, in its resolution 1379 (2001), requested the Secretary-General to identify and list parties to armed conflict that recruit or use children. In its resolution 1612 (2005), the Council called for the implementation of a monitoring and reporting mechanism on children and armed conflict and for the creation of a Security Council working group to review the reports stemming from the mechanism. In its resolution 1882 (2009), the Council requested the Secretary-General to expand the criteria for the listing of parties in the annexes to his annual report on children and armed conflict in order to include not only those who recruit and use children but also those who engage, in contravention of applicable international law, in patterns of killing and maiming of children and/or rape and other sexual violence against children in situations of armed conflict. In its resolution 1998 (2011), the Council requested the Secretary-General to further expand the criteria for listing parties in the annexes of his report to include those parties that engage, in contravention of applicable international law, in recurrent attacks on schools and/or hospitals and in recurrent attacks or threats of attacks against protected persons in relation to schools and/or hospitals in situations of armed conflict. The Council further reaffirmed earlier calls upon parties to conflict to enter into negotiation with the United Nations for the development of action plans to end the recruitment and use of children and other violations for which they have been listed. These resolutions have underscored the importance of the provision of training on child rights and child protection for all personnel involved in United Nations peacekeeping, peacebuilding and political missions. In its resolution 2068 (2012), the Council requested the Secretary-General to continue to submit annual reports to the Council on the implementation of its resolutions and presidential statements on children and armed conflict. Resolution 2143 (2014) further enhanced the mandate to include reporting on the military use of schools. In its most recent resolution on children and armed conflict (resolution 2225 (2015)), the Council requested that the violation of abduction also be used as a trigger for listing a party to conflict in the annexes of the annual report to the Council.

1.105 The Office of the Special Representative has been given the lead responsibility for following up on and mainstreaming the implementation of the aforementioned resolutions of the Security Council. The Office is charged with drafting, in consultation with relevant partners, the Secretary-General's annual reports to the Council on children and armed conflict and the reports to the Security Council Working Group on Children and Armed Conflict. The Special Representative prepares and presents an annual report to the Human Rights Council in Geneva and contributes to its respective tools and mechanisms upon request. The Special Representative, as the convenor of the United Nations Headquarters Task Force on Children and Armed Conflict, ensures that there is a consultative process in the compilation of the Secretary-General's reports and that timely, reliable and high-quality reports are prepared. Since 2006, the Working Group has received 53 reports (as of December 2016) on children and armed conflict in situations of concern and has issued 52 conclusions and recommendations emanating from the review of those reports. The order of reports and the rhythm of submissions are largely determined by the Working Group, including the time between the issuance of a report and the adoption of the Working Group's conclusions.

1.106 The implementation of Security Council resolutions 1882 (2009), 1998 (2011), 2143 (2014) and 2225 (2015) has required further substantive support and generated a demand for guidance, including for the development of field guidance for child protection practitioners on monitoring, advocacy and the development of action plans with respect to attacks on schools and hospitals, the killing and maiming of children and the abduction of children, and for support for further commitments regarding the military use of schools. This has necessitated continued outreach to United Nations system partners as well as international organizations and NGO stakeholders. To further the implementation of resolutions 1379 (2001) and 1612 (2005) and build upon current international consensus, the campaign "Children, Not Soldiers" was launched in 2014 with the United Nations Children's Fund (UNICEF), in which the Office of the Special Representative assists Governments in stopping the recruitment and use of children. This successful campaign will continue to engage the range of listed parties to conflict in the concerned countries.

1.107 In pursuing the objective of the programme of work, the Office of the Special Representative will adopt the following strategic approaches:

(a) Monitoring the situation of children affected by armed conflict and reporting to the General Assembly, the Security Council, the Human Rights Council and other forums;

(b) High-level advocacy to promote awareness of and support for global initiatives to end grave violations against children affected by armed conflict;

(c) Working in consultation and partnership with key stakeholders, including Member States, regional and subregional organizations, United Nations system partners, civil society and NGOs. Efforts will be made to mainstream the issue of children and armed conflict into the policy and strategic planning of those bodies, where appropriate. Particular efforts will be made to mainstream the issues on the children and armed conflict agenda into the processes and work of the bodies of the United Nations system;

(d) A strategic priority of the Special Representative of the Secretary-General is the strengthening of engagement with regional and subregional political and military organizations. Successful and ongoing collaboration has been established with the African Union, the European Union, the League of Arab States and the North Atlantic Treaty Organization; political commitments and joint agreements have been secured for the mainstreaming of child protection policies into these regional bodies. As part of those efforts, the Special Representative will advocate with donors to increase their support for strengthened child protection capacity in regional organizations;

(e) Creating awareness of other protection issues related to children and armed conflict, including post-conflict situations and the specific needs of internally displaced and refugee children, including education and health care, the girl child and related concerns; the deliberate targeting of children by extremist groups, pursuant to the request of the General Assembly; and providing input into guidelines and reports on the detention of children for alleged association with armed groups and into the General Assembly-mandated global study on children deprived of liberty;

(f) Making children and armed conflict concerns an integral part of peacemaking, conflict prevention, peacekeeping and peacebuilding;

(g) Mobilizing support for immediate and sustained follow-up to action plans signed between parties to conflict and the United Nations with a view to the timely delisting of parties that have fully complied with action plans.

1.108 As the Office of the Special Representative does not have an operational presence in countries of concern, country visits by the Special Representative to engage actors directly with a view to assisting children affected by armed conflict are essential to carrying out the mandate. During such visits, the Special Representative meets with Governments, parties to conflict, United Nations country teams, civil society organizations and, often, the victims themselves. The visits, which are coordinated with the United Nations presence on the ground, also provide political support for the release and reintegration of conflict-affected children.

1.109 The Office of the Special Representative assists the Under-Secretary-General in discharging responsibilities and in meeting the expected accomplishments indicated under the programme of work. The Office also participates, in coordination with United Nations partners, in the training of child protection advisers and officers, primarily in the peacekeeping and special political missions. The increased number of Security Council resolutions on children and armed conflict adopted since 2005 has made Council follow-up more complex, increased the reporting requirements and resulted in the need for greater liaison and support provided to country task forces in monitoring and reporting and action plan follow-up. In accordance with its mandate, the Office increasingly participates in initiatives of Member States and partners of the United Nations system to provide input on children and armed conflict-related issues and perspectives in various United Nations and other forums.

Table 1.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support global initiatives to end grave violations against children in situations of armed conflict

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Greater awareness, political support and global action for the rights of children affected by armed conflict	(i) Provision of timely, accurate and objective information, including through the monitoring and reporting mechanism, as called for in Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011), 2143 (2014) and 2225 (2015) [percentage of reports compliant with the requests of the Security Council Working Group on Children and Armed Conflict]	Target	100	100	100	
		Estimate		100	100	100
		Actual			100	100
	(ii) Support for the signing and implementation of action plans between the United Nations and parties to conflict to end the recruitment and use of children and other grave violations [number of action plans signed]	Target	10	2	8	7
		Estimate		13	2	8
		Actual			9	5
	(iii) Work with parties on the implementation of action plans towards the delisting of parties of grave violations against children [number of parties delisted]	Target	18	2	8	5
		Estimate		13	1	2
		Actual			9	2
(b) Effective provision of political leadership and advocacy, in consultation with partners, for the rights of all children in situations of armed conflict, including through good offices with Member States	(i) United Nations Member States that ratified the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict [percentage]	Target	100	90	90	90
		Estimate		95	83	77
		Actual			90	77
	(ii) Inputs to related bodies on the rights of children in situations of armed conflict for, inter alia, the Human Rights Council, the Committee on the Rights of the Child, the universal periodic review process and special procedures mechanisms [number]	Target	7	20	15	16
		Estimate		4	18	15
		Actual			3	11
(c) Mainstreaming of children and armed conflict concerns, especially in United Nations peacemaking, peacekeeping and peacebuilding, including with regional and subregional organizations	(i) Inputs into Security Council resolutions that deal with situations of concern in the Secretary-General's annual report on Children and Armed Conflict referring to or containing specific language on child protection and armed conflict [number]	Target	70	85	60	
		Estimate		70	80	50
		Actual			69	74

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(ii) High-level meetings to raise awareness on child protection issues, towards the development and implementation of strategies for increased cooperation with regional organizations [number]	Target	8	10	5	
		Estimate		8	10	2
		Actual			11	6

External factors

1.110 The Office of the Special Representative of the Secretary-General for Children and Armed Conflict is expected to achieve its objective and expected accomplishments on the assumption that States see a convergence between their national interests and the upholding of the international protection regime, and that there is continued political will on the part of all stakeholders to work towards ending impunity for persistent violators of children's rights in situations of armed conflict.

Outputs

1.111 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.26 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Meetings/informal consultations	2
Parliamentary documentation	
2. Report of the Special Representative of the Secretary-General for Children and Armed Conflict	2
Security Council	
Substantive servicing of meetings	
3. Meetings of the Council	2
Parliamentary documentation	
4. Report of the Secretary-General on Children and Armed Conflict	2
5. "Global horizontal notes" for the Working Group on Children and Armed Conflict	8
6. Reports of the Secretary-General on children and armed conflict in specific countries, and other reports on situations of concern, as required by the Working Group on Children and Armed Conflict	6
Human Rights Council	
Substantive servicing of meetings	
7. Meetings of the Council	2
Parliamentary documentation	
8. Annual report of the Special Representative of the Secretary-General for Children and Armed Conflict	2
Other substantive activities (regular budget/extrabudgetary)	
Good offices, fact-finding and other special missions	
9. High-level missions and meetings	15
Booklets, pamphlets, fact sheets, wall charts and information kits	
10. Brochures and other communications materials	6

Outputs	*Quantity*
Press releases and press conferences	
11. Press releases	50
12. Other press conferences as needed and media interviews	15
Non-recurrent publications (discretionary)	
13. Development of legal, monitoring and advocacy guidance documentation	1
Seminars	
14. Sponsoring or participating in special events and regular briefings of civil society groups, including groups of students and academics	40
Audiovisual resources	
15. Multimedia communications materials on children and armed conflict	10
Technical materials	
16. Updating and maintenance of the website of the Office	1
17. Updating and maintenance of social media accounts of the Office	3
18. Briefing materials and guidance tools developed	3
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
19. Meetings of the Headquarters Task Force on Children and Armed Conflict	4
Contribution to joint outputs	
20. Participation in and contributions to inter-agency task force meetings and documentation and other inter-agency meetings	50
Other services	
21. Briefings and consultations with Member States and regional organizations	25
22. Policy support and advocacy on issues relating to children and armed conflict (number of instances)	24
Administrative support services (regular budget)	
Training and career development	
23. Training and sensitization of child protection advisers and country task forces on the monitoring and reporting mechanism	2

1.112 The distribution of resources of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is reflected in table 1.27.

Table 1.27 **Resource requirements: Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 128.1	3 128.1	10	10
Non-post	477.7	447.2	–	–
Subtotal	**3 605.8**	**3 575.3**	**10**	**10**
Extrabudgetary	840.0	940.0	–	–
Total	**4 445.8**	**4 515.3**	**10**	**10**

1.113 The amount of $3,575,300, reflecting a decrease of $30,500 compared with the appropriation for 2016-2017, would provide for the continuation of 10 posts (1 Under-Secretary-General, 1 P-5,

2 P-4, 3 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) ($3,128,100) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($447,200), to support the implementation of the mandate of the Office of the Special Representative. The decrease of $30,500 reflects the efficiencies that the Office plans to bring about in 2018-2019.

1.114 Extrabudgetary resources in the estimated amount of $940,000 would be utilized to complement other resources available to the Office of the Special Representative to carry out various activities, including: (a) knowledge-sharing and research; (b) systematic outreach to Member States and civil society groups to raise global awareness; (c) capacity-building and technical consultations; (d) participation in fact-finding missions and/or commissions of inquiry in emerging situations of concern; and (e) further strengthening of engagement with regional and subregional political and military organizations for increased awareness and mainstreaming of child protection policies. The increase of $100,000 reflects the anticipated level of extrabudgetary resources to support the Office.

E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

Resource requirements (before recosting): $3,213,500

1.115 In its resolution 65/259, the General Assembly established the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, following the establishment of the mandate of the Special Representative in paragraph 4 of Security Council resolution 1888 (2009). In that paragraph, the Council requested the Secretary-General to appoint a Special Representative to provide coherent and strategic leadership, to work effectively to strengthen existing United Nations coordination mechanisms and to engage in advocacy efforts, with Governments, including military and judicial representatives, as well as with all parties to armed conflict and civil society, in order to address, both at Headquarters and at the country level, sexual violence in armed conflict, while promoting cooperation and coordination of efforts among all relevant stakeholders, primarily through the 13-member inter-agency initiative entitled "United Nations Action against Sexual Violence in Conflict", which is led by the Special Representative.

1.116 Conflict-related sexual violence remains underreported and insufficiently addressed because of the stigma associated with rape, piecemeal services for survivors, weak protection mechanisms and inadequate rule of law and judicial responses. Against this backdrop, the role of the Special Representative of the Secretary-General and that of the Office is, inter alia: (a) to give victims and affected communities a voice; (b) to mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) to foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) to coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) to ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) to disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.

1.117 The Office fills the critical gap that has existed in terms of ensuring concerted and effective coordinated engagements with Member States, the Security Council, the General Assembly, United Nations actors, NGOs, civil society and a diverse cross-section of high-level interlocutors, from political leaders to military officers, and from warlords to women's groups, on this issue. The Special Representative of the Secretary-General: (a) provides coherent and strategic leadership on the issue of sexual violence in conflict and post-conflict situations, in particular in countries with United Nations peacekeeping operations, raising global and national awareness and catalysing and mobilizing actions to prevent and respond to sexual violence; (b) serves as an independent advocate to address the issue vis-à-vis a range of interlocutors, most notably with civilian and military leaders, parties to armed conflict, force commanders and troop- and police-contributing

countries; and (c) strengthens existing United Nations coordination mechanisms and promotes cooperation and coordination of efforts among all relevant stakeholders, primarily through the United Nations Action against Sexual Violence in Conflict initiative.

1.118 The Special Representative also provides substantive advice to the Security Council in the conceptual development of further resolutions to strengthen the agenda in this area, including criteria for listing, delisting and potentially relisting armed forces and groups credibly suspected of committing patterns of sexual violence, as called for in Council resolution 1960 (2010). A team of experts on sexual violence in conflict that is deployed rapidly to situations of particular concern to assist national authorities, at their request, in strengthening the rule of law and addressing the cycle of impunity for conflict-related sexual violence, also reports to the Special Representative. The Security Council, in its resolution 1960 (2010), instituted an accountability architecture on sexual violence in armed conflict. The key element of that architecture is a mandate to list perpetrators of sexual violence and establish a monitoring and analysis mechanism, dialogue with parties for commitments, and sanctions against perpetrators. The Special Representative, in collaboration with other United Nations system players, is responsible for ensuring implementation of the operational elements of resolution 1960 (2010) and other resolutions dealing with sexual violence in armed conflict. The most recent Council resolution on the topic (resolution 2106 (2013)) presents a comprehensive framework for prevention and calls for integrating sexual violence concerns into critical peace and security areas, such as peace processes and ceasefire agreements, as well as security sector reform, disarmament, demobilization and reintegration processes, justice sector reform, and engaging State and non-State armed actors for concrete protection commitments that explicitly take into account sexual violence considerations.

1.119 The work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict revolves around the following strategic actions, which constitute a six-point priority agenda: (a) ending impunity and focusing on means to bring perpetrators to justice; (b) empowering women; (c) mobilizing political leadership; (d) increasing recognition of rape as a tactic and consequence of conflict; (e) ensuring a more coherent and coordinated response from the United Nations system; and (f) deepening engagement with national and regional actors to foster national ownership, leadership and responsibility in the fight to put an end to this scourge.

1.120 In pursuing the objectives of the programme of work for the biennium 2018-2019, the Special Representative will engage in dialogue with armed groups: (a) to gain specific protection commitments and develop time-bound implementation plans; (b) to ensure the establishment and functioning of the monitoring, analysis and reporting arrangements (pursuant to Security Council resolution 1960 (2010)) to obtain specific information on perpetrators and violations; and (c) to engage regional and subregional security bodies to bolster their sexual violence prevention capacity and to share good practices and lessons learned. In addition, the Special Representative will: (a) engage regional and national actors in training for peacekeeping personnel on prevention and response to conflict-related sexual violence; and (b) review existing early warning and peace consolidation indicators to assess whether sexual violence is adequately captured, both as an early warning indicator of instability and to ensure adequate responses to spikes in sexual violence. The Special Representative will also: (a) promote joint programming by the United Nations system, in keeping with the principles of the "One United Nations" initiative, involving peace and security, humanitarian affairs, human rights and development actors; (b) submit annual reports on the implementation of Council resolutions 1820 (2008), 1888 (2009), 1960 (2010) and 2106 (2013); (c) ensure that mission-wide "protection of civilians" strategies include the prevention of sexual violence as a key component; and (d) ensure the deployment of the team of experts to countries of concern.

1.121 Since the Office of the Special Representative does not have an operational presence, country visits by the Special Representative to meet with Governments, parties to conflict, United Nations country teams and civil society organizations in order to observe first-hand the situation on the ground are essential, given that the resolutions adopted by the Security Council must be complemented at the country level by intense and concerted engagements, which are required to

ensure that laws are enacted and that policies, programmes and projects are undertaken to address the scourge of sexual violence. These missions, together with the technical-level missions conducted by the Office, have also proved to be crucial for obtaining commitments from parties to conflict to prevent and address sexual violence in armed conflict and to advocate for the rights of victims impacted by conflict and for medical, legal and psychosocial services for the women, children and men who are the survivors of sexual violence. In its resolutions 1888 (2009) and 1960 (2010), the Council requested the inclusion of women's protection advisers, who are now present in a number of peacekeeping and special political missions. The advisers receive guidance from the Office of the Special Representative, work closely with that Office in the implementation of the accountability architecture and work to obtain data and best practices for a concerted response to sexual violence. The Office of the Special Representative participates in the training of women's protection advisers and in technical assessment and fact-finding missions to the field. Through diplomatic initiatives, the Special Representative facilitates the efforts of operational actors on the ground, paving the way politically for the development of comprehensive strategies to combat sexual violence and for the deployment of experts to address impunity.

1.122 The Office of the Special Representative assists the Under-Secretary-General in discharging responsibilities and in meeting the expected accomplishments indicated under the programme of work.

1.123 In line with its global mandate, the Office of the Special Representative has also deepened its engagement with regional actors, including the African Union, the European Union, the Economic Community of West African States and the International Conference on the Great Lakes Region. This has led to the development of joint strategies to eradicate conflict-related sexual violence, and to collaboration in a number of overarching priority areas linked to the mandate of the Special Representative. Security Council resolution 2106 (2013) reinforces the idea that it is essential to empower those on the front lines of protection and prevention, namely, civil society organizations and networks, including religious and traditional leaders who are influencers of change in communities. These are among some of the key actors with whom the Office of the Special Representative will focus on engaging during the biennium 2018-2019.

Table 1.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To prevent and address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Operationalization of the accountability system outlined in Security Council resolution 1960 (2010)	Actual commitments obtained, including from Governments and parties to conflict, perpetrators of sexual violence listed and/or implementation plans developed and under way [number]	Target	19	5	3	3
		Estimate		12	4	3
		Actual			4	3
(b) Systematic reporting of incidents and trends	Establishment of monitoring and reporting arrangements [number of arrangements]	Target	9	5		
		Estimate		7	3	
		Actual			5	2
(c) Enhanced support and capacity-building to national Governments to address sexual violence	(i) Deployment of the team of experts and other expertise to situations of concern [number]	Target	48	40	6	3
		Estimate		51	40	4
		Actual			40	7

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
	(ii) Projects developed and implemented in situations of concern [number]	Target	20	4	6	3
		Estimate		10	5	3
		Actual			10	3
(d) Greater awareness of the work of the mandate and visibility on issues related to conflict-related sexual violence	(i) Invitations and requests from academic, media or external organizations seeking the participation of the Special Representative as speaker, commentator and contributor [number]	Target	700	50	18	15
		Estimate		500	30	15
		Actual			36	30
	(ii) Widespread following on social media platforms [number of followers]	Target	80 000			
		Estimate		70 000		
		Actual				
(e) Enhanced political action and engagement and international cooperation with regional, governmental and intergovernmental entities to address conflict-related sexual violence	(i) Frameworks of cooperation [number]	Target	8	4		
		Estimate		4		
		Actual			4	
	(ii) High-level meetings to raise awareness about conflict-related sexual violence issues [number]	Target	80	40		
		Estimate		66		
		Actual			42	

External factors

1.124 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of the international protection regime; and (b) there is continued political will on the part of all stakeholders to work towards preventing and ending the impunity of persistent perpetrators of sexual violence in situations of armed conflict.

Outputs

1.125 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.29 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Security Council	
Substantive servicing of meetings	
1. Meetings of the Council	2
2. Meetings of the Sanctions Committee	10
Parliamentary documentation	
3. Report of the Secretary-General on Sexual Violence in Conflict	2
4. Country-specific reports on conflict-related sexual violence and other reports on situations of concern	4
Human Rights Council	
Substantive servicing of meetings	

Outputs	*Quantity*
5. Meetings of the Council	4
6. Consultation with special procedures mandate holders	8
Parliamentary documentation	
7. Country-specific reports on conflict-related sexual violence and other reports on situations of concern	10
Other substantive activities (regular budget/extrabudgetary)	
Good offices, fact-finding and other special missions	
8. High-level missions	8
9. Consultative missions	8
Booklets, pamphlets, fact sheets, wall charts and information kits	
10. Booklets, issued independently or in conjunction with United Nations agencies and other partners	2
11. Brochures and information kits	4
Press releases and press conferences	
12. Press conferences, op-eds, articles and press releases on sexual violence in conflict	40
Audiovisual resources	
13. Multimedia communications materials on sexual violence in conflict	12
Exhibits, guided tours and lectures	
14. Workshops, conferences, photo exhibits and specialized awareness-raising campaigns	10
Technical materials	
15. Updating and maintenance of the website of the Office	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Substantive servicing of inter-agency meetings	
16. Meetings of the United Nations Action Steering Committee on country/thematic issues	12
Other services	
17. Training materials and policy documents on sexual violence in conflict	6
18. Joint communiqués and implementation plans	4
19. Guidance notes for best practices to prevent sexual violence in conflict	10
20. Guidelines for rule of law entities at the national level to prevent sexual violence in conflict	6
21. Briefings and consultations with Member States and regional organizations	6
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
22. Strategic advice, technical expertise, policy support, training and advocacy	20
Training courses, seminars and workshops	
23. Trainings courses on conflict-related sexual violence conducted for journalists	10

1.126 The distribution of resources of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is reflected in table 1.30.

Table 1.30 **Resource requirements: Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 751.4	2 751.4	8	8
Non-post	489.5	462.1	–	–
Subtotal	**3 240.9**	**3 213.5**	**8**	**8**
Extrabudgetary	3 759.1	3 847.8	1	1
Total	**7 000.0**	**7 061.3**	**9**	**9**

1.127 The amount of $3,213,500, reflecting a decrease of $27,400 compared with the appropriation for 2016-2017, would provide for the continuation of eight posts (1 Under-Secretary-General, 1 D-1, 1 P-5, 1 P-4, 2 P-3 and 2 General Service (Other level)) ($2,751,400) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($462,100), to support the implementation of the mandate of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict. The decrease of $27,400 reflects the efficiencies that the Office plans to bring about in 2018-2019.

1.128 Extrabudgetary resources in the estimated amount of $3,847,800 would be utilized to complement other resources available to the Office to carry out various activities, including to provide for salaries of the members of the team of experts and for the United Nations Action against Sexual Violence in Conflict initiative. The increase of $88,700 reflects the anticipated level of extrabudgetary resources to support the Office.

F. Office of the Special Representative of the Secretary-General on Violence against Children

Resource requirements (before recosting): $4,706,900

1.129 The mandate of the Special Representative on Violence against Children was established pursuant to General Assembly resolution 62/141, which sets out the scope and the responsibilities of the Special Representative.

1.130 During the initial three-year period of the mandate, the Office of the Special Representative was funded from voluntary contributions. In 2012, the General Assembly, in its resolution 67/152, recommended that the Secretary-General extend the mandate of the Special Representative and decided that it would be funded from the regular budget of the United Nations starting from the biennium 2014-2015. In 2015, in its resolution 70/137, the Assembly expressed continuing support for the work of the Special Representative and recommended that the Secretary-General extend the mandate for a further period of three years and maintain support for the effective and independent performance and sustainability of the mandate. In 2016, the Assembly reaffirmed its support, recognizing the progress achieved since the establishment of the mandate in promoting the prevention and elimination of all forms of violence against children in all regions.

1.131 The Special Representative is an independent, high-profile, global advocate for the prevention and elimination of all forms of violence against children. The Special Representative acts as a bridge-builder and catalyst to mobilize action by Member States and other national, regional and international partners across sectors and settings where violence against children may occur. The Special Representative chairs the Inter-Agency Working Group on Violence against Children and

the United Nations Task Force on the Global Study on Children Deprived of Liberty. The Special Representative has promoted a high-level forum for cooperation with regional organizations and institutions and developed collaborative mechanisms with national organizations and bodies, as well as with civil society partners, including through the International Non-Governmental Organizations Council on Violence against Children.

1.132 The Special Representative, in cooperation with Member States, promotes and provides support for the implementation of the recommendations of the United Nations study on violence against children (see A/61/299). Following the adoption of the 2030 Agenda, which includes the elimination of violence against children as both a cross-cutting concern and a specific target (target 16.2), special emphasis is being placed on supporting the implementation of the Agenda and accelerating progress towards the elimination of all forms of violence.

1.133 In order to achieve those goals, the Special Representative pursues the following strategic objectives: (a) consolidation of the human rights foundation of children's freedom from violence through advocacy, awareness-raising and technical assistance to Member States in support of the ratification and implementation of child rights treaties and the promotion of strategic standard-setting initiatives; (b) strengthened national commitments to children's protection from violence through advocacy, high-level policy dialogue and technical support to Member States; (c) increased awareness and consolidation of knowledge for the prevention and elimination of the various manifestations of violence against children; (d) strengthened partnerships with regional organizations, bodies and institutions to maximize engagement with Governments; and (e) enhanced partnerships for the prevention and elimination of violence against children.

1.134 The significant progress and achievements in the first seven years of the mandate confirm the validity and feasibility of the foregoing strategy. For example, following the launch in 2010 of the global campaign promoted by the Special Representative for universal ratification of the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography, 36 additional Members States had ratified the Protocol as of December 2016, bringing the total number of States parties to 173, or nearly 90 per cent of universal ratification; advocacy on the Optional Protocol to the Convention on the Rights of the Child on a communications procedure contributed to its having 50 signatories and 29 ratifications (as of December 2016); and strong advocacy for the enactment of an explicit legal prohibition of all forms of violence against children has contributed to an increase in the number of countries with a comprehensive legal ban on violence against children from 16 to more than 50, while the number of countries with a national policy agenda on violence against children has grown from 47 to more than 90.

1.135 Through the Special Representative's institutionalized partnerships with regional organizations and institutions, an annual high-level, cross-regional forum on violence against children has been established. Regional cooperation frameworks on violence against children have been developed in seven regions. Most important, new regional plans aligned with the 2030 Agenda have been or are in the process of being developed across regions. In order to support awareness-raising, enhanced knowledge and consolidated action on violence prevention and children's protection, the Special Representative organized 11 thematic expert consultations on different dimensions of violence against children, issued 6 regional studies and developed 12 special thematic reports on priority areas of concern. With a view to mobilizing political action and social support for the prevention and elimination of violence against children, communication tools, including a website, Facebook and Twitter accounts and child-friendly versions of information materials, have been developed and widely disseminated, including in Braille.

1.136 Since the Office of the Special Representative does not have an operational field presence, in order to advance national progress and consolidate country initiatives and to bring the mandate closer to national stakeholders and the public at large, the Special Representative undertakes field missions and provides support for international, regional and national initiatives and consultations to foster implementation of the recommendations of the United Nations study on violence against children, to address persistent and emerging concerns regarding violence against children and to accelerate

progress towards the Sustainable Development Goals in order to end all forms of violence against children. These initiatives will continue in the biennium 2018-2019.

1.137 Pursuant to the recommendations contained in General Assembly resolution 67/152 and subsequent resolutions, the Special Representative will build upon the significant progress achieved in the first seven years of the mandate and further expand crucial areas of action. Violence prevention and children's protection have gained momentum, including from actions in 2016 commemorating the tenth anniversary of the United Nations study on violence against children, the twentieth anniversary of the First World Congress against Commercial Sexual Exploitation of Children and the launch of the "High Time to End Violence against Children" mobilization initiative. The Special Representative will pursue further advocacy and policy dialogue for accelerated progress towards reaching the Sustainable Development Goal targets related to ending violence against children during the biennium 2018-2019 through enhanced partnerships within and beyond the United Nations system.

1.138 The results achieved and the lessons learned thus far provide a sound foundation for sustaining investments, re-energizing efforts, addressing emerging concerns and promoting a paradigm shift in the safeguarding of children from violence. The period ahead will build upon the 2030 Agenda to further promote comprehensive, well-coordinated and adequately funded national agendas on violence against children, for strengthening children's legal protection from all forms of violence, including harmful practices and incidents of violence online and in care and justice institutions. The Special Representative will continue to advocate policy and law reform through debates and discussions in United Nations and regional forums and through the provision of technical advice and policy dialogue with States. The Special Representative will continue to raise awareness and provide technical support through: (a) field missions; (b) advocacy on themes of special concern, such as the prevention of violence against children on the move and those deprived of liberty; (c) the promotion of children's digital literacy and protection from online abuse, and of the role of the media in violence prevention and response; (d) the promotion of research and the development of thematic reports on these areas of concern, and (e) the organization of expert consultations and regional meetings to promote cross-fertilization of experience and accelerate progress in children's protection.

Table 1.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To launch and support global initiatives to promote the prevention and elimination of violence against children and increase awareness, political support and global action for the protection of children from all forms of violence

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Consolidation of the human rights foundation of children's freedom from violence through policy dialogue and technical assistance	Ratifications of the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography [number]	Target	185	183	173	
		Estimate		183	173	163
		Actual			166	166
(b) Strengthened national commitment to children's protection from violence through advocacy, high-level policy dialogue and technical support to Member States in line with the 2030 Agenda	(i) National strategies on violence against children adopted by Member States [number]	Target	110	105	96	
		Estimate		105	96	81
		Actual			81	81
	(ii) National legislation on violence against children adopted by Member States [number]	Target	60	54	44	
		Estimate		55	47	34
		Actual			34	34

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(iii) High-level policy meetings organized by national authorities and regional organizations on violence against children to enhance policy action [number]	Target	80	70	60	
		Estimate		70	60	40
		Actual			40	40
(c) Increased awareness and consolidation of knowledge for the prevention and elimination of the various manifestations of violence against children and monitoring of progress achieved, through advocacy and communication	(i) High-level regional consultations organized by Member States on violence against children [number]	Target	25	15	10	
		Estimate		15	10	7
		Actual			7	7
	(ii) Thematic studies on violence-related concerns [number]	Target	18	16	12	
		Estimate		14	10	4
		Actual			5	5
	(iii) Followers in social media platforms [number]	Target	6 000	4 000	1 040	
		Estimate		3 500	1 800	800
		Actual			1 093	1 093
(d) Strengthened partnerships with regional organizations, bodies and institutions to maximize engagement with Governments through the promotion of cross-fertilization of experience and support for enhanced national action for children's protection from violence	(i) Policy frameworks developed by regional organizations and institutions for the protection of children from violence [number]	Target	15	15	12	
		Estimate		12	12	7
		Actual			7	7
	(ii) Cross-fertilization initiatives within and between regions on violence against children [number]	Target	16	14	10	
		Estimate		14	10	6
		Actual			6	6
(e) Enhanced partnerships for the prevention and elimination of violence against children through strategic alliances within and beyond the United Nations system, including with Member States, national institutions, civil society organizations and child-led organizations	(i) Inter-agency initiatives through joint knowledge-building efforts, support for capacity-building and policy and advocacy developments on children's protection from violence [number]	Target	8	6	4	
		Estimate		8	4	2
		Actual			2	2
	(ii) Initiatives undertaken by non-governmental organizations at the global, regional and national levels to enhance advocacy on children's protection from violence and strengthened collaboration with civil society partners [number]	Target	18	15	12	
		Estimate		15	10	4
		Actual			6	6
	(iii) Child-friendly publications to enhance child participation in action to combat violence against children [number]	Target	8	6	4	
		Estimate		6	4	2
		Actual			2	2

External factors

1.139 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of international children's rights standards and child protection concerns; (b) continued political will and engagement are ensured

by all stakeholders to pursue their commitments towards the prevention and elimination of all forms of violence against children in all settings, to advance implementation of the recommendations of the United Nations study on violence against children and to achieve the Sustainable Development Goal targets related to violence against children; and (c) Member States and other relevant stakeholders across regions effectively address emerging manifestations of violence against children and factors exposing children to the risk of violence.

Outputs

1.140 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.32 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Third Committee interactive dialogue on the promotion and protection of the rights of children	2
Parliamentary documentation	
2. Annual report of the Special Representative of the Secretary-General on violence against children	2
Human Rights Council	
Substantive servicing of meetings	
3. Interactive dialogues	2
4. Annual debate on the rights of the child	2
Parliamentary documentation	
5. Annual report of the Special Representative of the Secretary-General on Violence against Children	2
Committee on the Rights of the Child	
Substantive servicing of meetings	
6. Plenary sessions	2
7. General discussion on the Convention on the Rights of the Child	2
Other substantive activities (regular budget/extrabudgetary)	
Booklets, fact sheets, wall charts and information kits	
8. Promotional, educational and information materials	4
9. Information hub and child-friendly web materials	2
10. Brochures on violence against children	4
Press releases and press conferences	
11. Press releases and press conferences	4
12. Opinions and expert articles on violence against children	8
Non-recurrent publications (discretionary)	
13. Special publications on thematic topics pertaining to the protection of children from violence	6
Audiovisual resources	
14. Videos on violence against children, policy, and legal reforms	20
Special events	
15. Celebration of achievements, anniversaries and other events relating to violence against children and the establishment of the mandate	4
Technical materials	
16. Updating and maintenance of the website of the Office	1

Outputs	*Quantity*
International cooperation and inter-agency coordination and liaison (regular budget/ extrabudgetary)	
Substantive servicing of inter-agency meetings	
17. Meetings of the Inter-agency Working Group on Violence against Children	4
18. Cross-regional round table with regional organizations	2
19. Meetings of the United Nations Task Force on the Global Study on Children Deprived of Liberty	4
20. Meetings on priority thematic areas of the mandate of the Special Representative of the Secretary-General on Violence against Children	4
21. Expert consultations and events with Member States and national authorities	10
22. Regional consultations with intergovernmental organizations	16
23. High-level meetings with United Nations partners	8
24. Expert discussions with civil society partners	10
25. Expert discussions with child-led organizations	4
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
26. Assistance to Member States and regional, intergovernmental and non-governmental organizations on the mandate on violence against children	8
27. Field missions and high-level discussions with national authorities and institutions in support of commitments by parties to end violations against children	24

1.141 The distribution of resources of the Office of the Special Representative of the Secretary-General on Violence against Children is reflected in table 1.33.

Table 1.33 **Resource requirements: Office of the Special Representative of the Secretary-General on Violence against Children**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 272.6	3 272.6	10	10
Non-post	1 474.4	1 434.3	–	–
Subtotal	**4 747.0**	**4 706.9**	**10**	**10**
Extrabudgetary	750.0	1 500.0	–	–
Total	**5 497.0**	**6 206.9**	**10**	**10**

1.142 The amount of $4,706,900, reflecting a decrease of $40,100 compared with the appropriation for 2016-2017, would provide for the continuation of 10 posts (1 Assistant Secretary-General, 1 P-5, 3 P-4, 3 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) ($3,272,600) and non-post requirements, including other staff costs, consultants, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($1,434,300), to support the implementation of the mandate of the Office of the Special Representative of the Secretary-General on Violence against Children. The decrease of $40,100 reflects the efficiencies that the Office plans to bring about in 2018-2019.

1.143 Extrabudgetary resources in the estimated amount of $1.5 million would be utilized to complement other resources available to the Office to carry out various activities and to enhance the impact and outreach of the Office, strengthen the implementation of its programme of work and to increase the

provision of technical advice and support to Member States, regional organizations and other partners. The increase of $750,000 reflects the anticipated level of extrabudgetary resources for the biennium, and takes into account the fact that the Trust Fund on Violence against Children was in operation only for one year during the biennium 2016-2017, but is expected to be in operation throughout the biennium 2018-2019.

G. Office of the United Nations Ombudsman and Mediation Services

Resource requirements (before recosting): $6,915,900

1.144 The Office of the United Nations Ombudsman was established by the Secretary-General in 2002 pursuant to General Assembly resolutions 55/258 and 56/253. The Office was strengthened by Assembly resolutions 61/261 and 62/228 to create a single integrated and geographically decentralized office covering the United Nations Secretariat, the funds and programmes of the United Nations and the Office of the United Nations High Commissioner for Refugees (UNHCR). Moreover, a mediation service was established, thus forming the Office of the United Nations Ombudsman and Mediation Services. The revised terms of reference of the Office are set out in the related Secretary-General's bulletin (ST/SGB/2016/7).

1.145 In paragraph 15 of its resolution 69/203, the General Assembly reaffirmed that the informal resolution of conflict was a crucial element of the system of administration of justice and emphasized that all possible use should be made of the informal system in order to avoid unnecessary litigation. The Office of the United Nations Ombudsman and Mediation Services ensures that the staff of the United Nations Secretariat around the world are provided with access and opportunity to resolve their workplace-related concerns through informal means. By contributing to more collaboration and harmony in the workplace, the Office makes an essential contribution to the effective and efficient functioning of the Organization.

1.146 In 2016, the Office provided informal conflict resolution services in over 2,000 cases originating within the United Nations Secretariat, representing a slight increase compared with 2015. Overall, utilization trends remain stable, with a large number of cases emanating from field operations resolved at an early stage, thus preventing formal litigation. With its geographically decentralized presence in New York, Bangkok, Entebbe (Uganda), Goma (Democratic Republic of the Congo), Nairobi, Santiago and Vienna, the Office has become a well-established and sought-after resource for staff and managers. The Office also maintains close liaison with the formal system through its Mediation Service, accepting cases referred by the United Nations Dispute Tribunal.

1.147 In order to ensure that all staff members are provided with optimal services irrespective of location, ombudsmen and mediators frequently visit field missions and other duty stations, often at the request of management. Staff members in the field are often working under difficult conditions, and conflicts tend to escalate easily, posing the risk of significant disruptions in the workplace. However, gaining access to in-person services remains difficult for staff in the field, in particular in special political missions. This challenge was recognized by the General Assembly in paragraph 21 of its resolution 69/203.

1.148 The Office is placing increasing emphasis on integrating skill-building elements into its regular activities, with the aim of enhancing conflict competence, strengthening the ability of staff and managers to cope with conflict situations in a constructive manner. The value of adopting such skills in order to prevent conflicts was recognized by the General Assembly in paragraph 23 of its resolution 69/203.

Table 1.34 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff to seek redress of grievances

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced informal resolution of potential conflicts globally	Cases in which the Ombudsman assisted or facilitated resolution [number]	Target	2 000	2 000	2 000	2 000
		Estimate		2 000	2 000	2 000
		Actual			2 524	3 073
(b) Greater awareness among staff and managers about the benefits of collaborative approaches to conflict resolution and conflict competence	Outreach activities undertaken to enhance preventive conflict resolution skills [number]	Target	130	100	100	
		Estimate		100	100	
		Actual			100	
(c) Greater awareness of the root causes of conflict in particular areas	Feedback on systemic observations through the Office's annual activity report [number]	Target	2	2		
		Estimate		2	2	
		Actual			2	2

External factors

1.149 The Office of the United Nations Ombudsman and Mediation Services is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all parts of the Organization recognize the value of resolving disputes informally and are willing to engage in the informal process; (b) staff and management are committed to resolving disputes on a timely basis; (c) staff contact the Office at an early stage of disputes; and (d) the security situation allows for visits to field missions.

Outputs

1.150 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.35 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	2
2. Informal consultations of the Fifth Committee	4
3. Formal meetings of the Sixth Committee	2
4. Informal consultations of the Sixth Committee	3
5. Hearings of the Advisory Committee on Administrative and Budgetary Questions	4
Parliamentary documentation	
6. Report of the Secretary-General on the activities of the Office of the United Nations Ombudsman and Mediation Services	2
Administrative support services (regular budget/other assessed)	
Human resources	
7. Awareness-raising seminars and workshops on collaborative conflict resolution and enhancement of preventive skills for United Nations staff members	100

Outputs	*Quantity*
8. Outreach activities with stakeholders	50
9. In-person consultations for resolution of staff conflict in the workplace (number of staff members using the service)	2 000
10. Competency-building seminars/workshops under the auspices of the Office (number of staff members participating)	3 000

1.151 The distribution of resources of the Office of the United Nations Ombudsman and Mediation Services is reflected in table 1.36.

Table 1.36 **Resource requirements: Office of the United Nations Ombudsman and Mediation Services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	6 390.1	6 390.1	21	21
Non-post	598.9	525.8	–	–
Subtotal	**6 989.0**	**6 915.9**	**21**	**21**
Other assessed	3 991.2	4 491.4	9	9
Total	**10 980.2**	**11 407.3**	**30**	**30**

1.152 The amount of $6,915,900, reflecting a reduction of $73,100 compared with the appropriation for 2016-2017, would provide for the continuation of 21 posts (1 Assistant Secretary-General, 2 D-1, 7 P-5, 2 P-4, 1 P-3, 5 General Service (Other level) and 3 Local level) ($6,390,100) and non-post requirements, including other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($525,800), to support the implementation of the mandate of the Office of the United Nations Ombudsman and Mediation Services. The decrease of $73,100 reflects the efficiencies that the Office plans to bring about in 2018-2019.

1.153 Resources funded from the support account for peacekeeping operations, estimated at $4,491,400, would provide support for clients based in peacekeeping missions that require a dedicated capacity to carry out a broad overview, coverage and analysis of systemic issues arising in the field.

H. Office of Administration of Justice

Resource requirements (before recosting): $15,529,600

1.154 The Office of Administration of Justice was established pursuant to General Assembly resolution 61/261, in which the Assembly decided to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice in the United Nations to address alleged violations of employment contracts and terms and conditions of employment of staff members.

1.155 The Office of Administration of Justice is an independent office responsible for the overall coordination of the formal system of justice and for contributing to its functioning in a fair, transparent and efficient manner. This includes making the necessary arrangements for the functioning of the United Nations Dispute Tribunal, with Registries in New York, Geneva and Nairobi, and the United Nations Appeals Tribunal, with a Registry in New York. It also includes oversight of the Office of Staff Legal Assistance, with a main office in New York and branches in

Geneva, Nairobi, Addis Ababa and Beirut. The terms of reference of the Office are set out in the related Secretary-General's bulletin (ST/SGB/2010/3).

1.156 The Office is headed by the Executive Director, who is responsible for the formulation and implementation of the work programme and the management of the financial and human resources of the Office.

1.157 The United Nations Dispute Tribunal and the United Nations Appeals Tribunal are composed of professional and experienced judges whose judgments and orders are binding on both staff and the administration. The Registries provide support to the Tribunals.

(a) The Dispute Tribunal Registries are staffed by a total of 15 posts:

(i) Five posts in New York (1 Registrar (P-5), 1 Legal Officer (P-4), 1 Legal Officer (P-3) and 2 General Service (Other level) posts);

(ii) Five posts in Geneva (1 Registrar (P-5), 1 Legal Officer (P-4), 1 Legal Officer (P-3) and 2 General Service (Other level) posts);

(iii) Five posts in Nairobi (1 Registrar (P-5), 1 Legal Officer (P-4), 1 Legal Officer (P-3) and 2 staff members at the Local level posts);

(b) The Appeals Tribunal Registry, located in New York, is staffed by five posts (1 Registrar (P-5), 1 Legal Officer (P-4), 1 Legal Officer (P-3) and 2 General Service (Other level) posts);

(c) The coordination of substantive, technical and administrative aspects of the Registries is the responsibility of the incumbent of the post of Principal Registrar (D-1). The Principal Registrar has no dedicated administrative support.

1.158 The United Nations Dispute Tribunal is represented in New York, Geneva and Nairobi by one full-time judge and one full-time ad litem judge at each location. In addition, two half-time judges are deployed to the duty stations with the largest caseloads. The Tribunal's Registries must function in coordination as elements of a single tribunal, despite the fact that they are separated geographically. In 2016, the Dispute Tribunal received 383 new applications, disposed of 403 applications and had 257 applications pending as at 31 December 2016.

1.159 The United Nations Appeals Tribunal is the appellate body reviewing the decisions of the Dispute Tribunal in accordance with the jurisdiction set out in its statute. The Appeals Tribunal consists of seven judges who hold sessions during the year to deliberate on and adjudicate cases. The number of sessions depends on the number of cases received. Presently, the caseload is such that the Tribunal holds three sessions per year. In 2016, the Appeals Tribunal received 170 new appeals, disposed of 221 appeals and had 96 appeals pending as at 31 December. The Appeals Tribunal also received 45 interlocutory motions in 2016.

1.160 The two Tribunals function in English and French and occasionally in Spanish. The statutes of both Tribunals require that applicants receive a copy of judgments in the language in which the application was submitted unless he or she requests a copy in another official language of the United Nations. During oral hearings of the Tribunals, it may be necessary to provide for simultaneous interpretation in order to ensure that the participants can understand the proceedings.

1.161 Both Tribunals hold oral hearings. The General Assembly has mandated that the hearings of the Tribunals be open to the public and stressed the need for the construction of fully equipped and functional courtrooms. New courtrooms have been built and inaugurated in Nairobi, Geneva and New York.

1.162 In general, cases before the Dispute Tribunal are decided by a single judge. However, under the Tribunal's statute, three-judge panels may be constituted for certain cases. It is also periodically necessary for witnesses to travel to appear before the Tribunal in person, whenever the Tribunal considers the physical presence of a witness to be essential.

1.163 In compliance with the request of the General Assembly that the new system be efficient, transparent and decentralized, information and communications technologies are used to the fullest extent. A website, an e-filing system (the court case management system) and an electronic reference library have been established. The e-filing system makes it possible for staff members to submit their applications electronically from any duty station to the Tribunals and enables parties to monitor their cases electronically from any geographical location.

1.164 The Office is in the midst of transitioning from Documentum to a different platform for the court case management system and is also transitioning to a new web-based database for the Office of Staff Legal Assistance.

1.165 The Office of Staff Legal Assistance was established as part of the Office of Administration of Justice. The staffing complement is composed of one post of Chief (P-5), five posts of Legal Officer (P-3), one post of Associate Legal Officer (P-2) and three posts of Legal Assistant (General Service (Other level)). The support account for peacekeeping operations funds one additional post of Legal Officer (P-3) in Nairobi. The incumbents of these posts serve some 74,000 staff members who have access to the system of internal justice. They also serve former staff members and beneficiaries with respect to post-separation and benefit entitlements.

1.166 By its resolution 68/254, the General Assembly decided that, in order to provide for additional resources, the funding of the Office of Staff Legal Assistance would be supplemented by a voluntary payroll deduction not exceeding 0.05 per cent of a staff member's monthly net base salary and that this funding mechanism would be implemented on an experimental basis from 1 January 2014 to 31 December 2015. The Assembly has extended the experimental period to 31 December 2017.

1.167 The General Assembly established the Internal Justice Council to help ensure independence, professionalism and accountability in the new system of administration of justice. Pursuant to Assembly resolution 62/228, the duties of the Council include providing its views and recommendations to the Assembly on candidates suitable for judicial appointment to the Dispute Tribunal and the Appeals Tribunal and on the implementation of the system of administration of justice. The Office of Administration of Justice provides the Council with administrative and technical support to fulfil its mandate. The proposed resources under the Office of Administration of Justice also provide for the remuneration of the external members of the Internal Justice Council. Pursuant to Assembly resolutions, the Council also includes the views of the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal as annexes to its annual reports.

1.168 By its resolution 69/203, the General Assembly decided that an interim independent assessment would examine the system of administration of justice in all its aspects, with particular attention to the formal system and its relation with the informal system, including an analysis of whether the aims and objectives of the system set out in resolution 61/261 were being achieved in an efficient and cost-effective manner. At its seventy-first session, the Assembly considered the report of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations (A/71/62/Rev.1) and the report of the Secretary-General on the findings and recommendations of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations (A/71/163).

Table 1.37 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike through an independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice consistent with the relevant rules of international law and the principles of the rule of law and due process, in accordance with paragraph 4 of General Assembly resolution 61/261

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Operation of the system of administration of justice in accordance with General Assembly mandates and the principles outlined in Assembly resolution 61/261, demonstrating a high standard of efficiency, transparency and professionalism, in accordance with accepted principles of fundamental fairness and due process	(i) Cases received by the Tribunals for which substantive, technical and administrative support is provided by the Registries [percentage]	Target	100	100		
		Estimate			100	
		Actual			100	100
	(ii) Cases that are tracked electronically in the case management system in all duty stations [percentage]	Target	100	100	100	100
		Estimate			100	70
		Actual			100	100
	(iii) Submissions provided by the Office of Staff Legal Assistance on behalf of represented staff members in accordance with Tribunal deadlines [percentage]	Target	100	100	100	100
		Estimate			100	95
		Actual			100	99
(b) Greater awareness and understanding among staff about the internal justice system at the United Nations, including, inter alia, access, procedures, deadlines and the role of the Office of Staff Legal Assistance	Outreach activities undertaken to disseminate information about the system of internal justice at the United Nations [number]	Target	60	50		
		Estimate			40	
		Actual			40	27

External factors

1.169 The Office is expected to achieve its objective and expected accomplishments on the assumption that: (a) staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms; (b) staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals; (c) the caseload remains stable; and (d) staff members avail themselves of electronic means of filing and processing cases.

Outputs

1.170 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.38 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	2
2. Informal consultations of the Fifth Committee	12
3. Formal meetings of the Sixth Committee	2

Outputs	*Quantity*
4. Informal consultations of the Sixth Committee	4
5. Hearings of the Advisory Committee on Administrative and Budgetary Questions	4
Parliamentary documentation	
6. Report of the Secretary-General on administration of justice at the United Nations	2
Internal Justice Council	
Substantive servicing of meetings	
7. Meetings of the Council	10
Parliamentary documentation	
8. Report of the Internal Justice Council on administration of justice at the United Nations	2
Technical materials	
Updating and maintenance of:	
9. Electronic court case management system	1
10. Website containing information on the formal internal justice system	1
11. Office of Staff Legal Assistance database	1
12. Jurisprudential search engine	1
Administrative support services	
Overall management	
13. Provision of legal assistance, including representation, to staff members through the Office of Staff Legal Assistance (number of requests)	2 850
14. Applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal, respectively, through their registries (number of applications and appeals, including motions, received)	1 250
15. Outreach activities to raise awareness of staff members, staff associations and managers regarding the system of administration of justice, including the resources available to facilitate informal dispute resolution, and how to access the Office of Staff Legal Assistance, the Management Evaluation Unit and the Registries of the two Tribunals, and the services of the Office of Staff Legal Assistance.	20
16. Annual activity reports on the system of administration of justice at the United Nations	2

1.171 The distribution of resources of the Office of Administration of Justice is reflected in table 1.39.

Table 1.39 **Resource requirements: Office of Administration of Justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	10 107.6	10 107.6	36	36
Non-post	8 661.1	5 422.0	–	–
Subtotal	**18 768.7**	**15 529.6**	**36**	**36**
Other assessed	357.9	282.5	1	1
Extrabudgetary	436.0	462.3	–	–
Total	**19 562.6**	**16 274.4**	**37**	**37**

1.172 The amount of $15,529,600, reflecting a reduction of $3,239,100 compared with the appropriation for 2016-2017, would provide for the continuation of 36 posts (1 D-2, 1 D-1, 5 P-5, 6 P-4, 9 P-3, 1 P-2, 11 General Service (Other level) and 2 Local level) ($10,107,600) and non-post

requirements, including other staff costs, non-staff compensation, consultants, travel of representatives, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($5,422,000), to support the implementation of the mandate of the Office.

1.173 The net decrease of $3,239,100 reflects: (a) technical adjustments related to the removal of the non-recurrent resources for the three ad litem judges and related staff (3 P-3, 2 General Service (Other level) and 1 Local level); and (b) decreases reflecting the efficiencies that the Office plans to bring about in 2018-2019.

1.174 Resources funded from the support account for peacekeeping operations, estimated at $282,500, would provide for a post of Legal Officer (P-3) approved for the Office of Staff Legal Assistance in Nairobi.

1.175 Extrabudgetary resources in the estimated amount of $462,300 would be utilized to complement other resources available to the Office of Administration of Justice for the provision of legal assistance to staff, provided that the General Assembly extends the voluntary supplemental funding mechanism for additional resources for the Office for Staff Legal Assistance beyond 31 December 2017 and that staff contribute voluntarily.

I. Ethics Office

Resource requirements (before recosting): $3,701,300

1.176 The Ethics Office was established in 2006 by the Secretary-General in response to General Assembly resolution 60/1 and 60/248, and the terms of reference of the Office are set out in the related Secretary-General's bulletin (ST/SGB/2005/22), which entered into force on 1 January 2006.

1.177 The role of the Ethics Office is to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity, as envisaged in the Charter of the United Nations, through the fostering of a culture of ethics, transparency and accountability. The Office reports directly to the Secretary-General and does not replace any existing mechanism available to staff for the reporting of misconduct or the resolution of grievances. The head of the Office is appointed by and is held accountable to the Secretary-General in the performance of his or her functions.

1.178 In its resolution 63/250, the General Assembly welcomed the establishment of the United Nations Ethics Committee, later renamed the Ethics Panel of the United Nations, for the purpose of securing the highest standards of ethics and integrity of United Nations staff members and ensuring the consistent application of such standards within the United Nations, including its separately administered funds and programmes, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. The terms of reference of the Ethics Panel are contained in the Secretary-General's bulletin on the United Nations system-wide application of ethics (see ST/SGB/2007/11 and Amend.1).

1.179 The members of the Ethics Panel include the Ethics Office, the United Nations Development Programme, UNICEF, the United Nations Population Fund, the United Nations Office for Project Services, the World Food Programme, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and UNHCR. The Ethics Office also provides ethics-related advice to United Nations entities that have not yet designated ethics officers, in accordance with the relevant provisions of the Secretary-General's bulletin on the United Nations system-wide application of ethics.

1.180 The main responsibilities of the Ethics Panel are to establish a unified set of ethical standards and policies for the United Nations Secretariat and the separately administered funds and programmes, and to consult on certain important and particularly complex cases and issues having United Nations-wide implications raised by any ethics office or the Chair of the Panel. The Chair is the

head of the Ethics Office, who provides functional leadership to all members of the Panel. The Panel also reviews the annual reports of the ethics offices of the United Nations Secretariat and the separately administered funds and programmes and makes recommendations for the future, as appropriate.

1.181 Also in its resolution 63/250, the General Assembly requested the Secretary-General to discuss with the executive heads of the specialized agencies, funds and programmes, within the framework of the Chief Executives Board for Coordination, areas for cooperation and cost savings on ethics-related matters. Subsequently, in June 2010, the United Nations Ethics Network was established. The Network is composed of ethics officers and officials designated to perform ethics functions in the United Nations Secretariat, funds, programmes and specialized agencies, as well as other international organizations. Since its establishment, the facility has been renamed the Ethics Network for Multilateral Organizations; it focuses on achieving common standards and shares knowledge and practices among its members.

1.182 The constituency of the Ethics Office includes Headquarters, offices away from Headquarters, the regional commissions, peacekeeping operations, special political missions and the Tribunals, totalling 40,131 staff members worldwide as at 30 June 2016 (see A/71/360). In respect of its advisory and guidance practices, the Office maintains close cooperation with Member States, private sector entities, academia and others. It also offers technical assistance to newly formed ethics offices within the United Nations system, sharing best practices, developing common approaches and promoting organizational cultures informed by ethics and integrity.

1.183 During the period from its establishment in January 2006 to 31 July 2016, there were 7,217 requests for services. The Office received an increasing number of requests, from 153 requests in 2006 to 1,124 in the most recent cycle. The Office strives to reach a minimum of 2 to 3 per cent of all Secretariat staff annually, which attests to the continuing importance of the Office as a secure and confidential consultative resource for staff at all levels on ethics, culture, values and standards. In the biennium 2018-2019, the Office will continue its outreach and communications campaign to ensure that all Secretariat staff, wherever they are based, are knowledgeable about the United Nations expectations for ethical conduct and have access to the services of the Office. By raising awareness of expectations and resources, ethical concerns can be raised and resolved promptly, thereby minimizing ethical and reputational risk to the Organization.

1.184 The Ethics Office will continue to deliver on its mandated activities, namely: (a) administering the Organization's financial disclosure programme; (b) undertaking the responsibilities assigned to it in accordance with the Organization's policy for the protection of staff members against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; (c) providing confidential advice and guidance to staff on ethical issues (e.g., conflicts of interest), including administering an ethics helpline; (d) developing standards, training and educational materials on ethics issues, in collaboration with relevant offices, and ensuring annual ethics training to all staff members; and (e) promoting coherence by providing functional leadership to members of the Ethics Panel and enhancing cooperation with members of the Ethics Network for Multilateral Organizations to achieve the highest standards of ethics and integrity and to ensure the consistent application of such standards throughout the United Nations.

1.185 In carrying out these responsibilities, the Ethics Office will give priority to the following undertakings and major initiatives during the biennium 2018-2019: (a) ensuring the protection of individuals who report significant misconduct or cooperate with duly authorized audits or investigations, in application of the new policy on protection against retaliation (see ST/SGB/2017/2); (b) administering the financial disclosure programme and achieving a full submission rate; (c) providing timely, effective and practical ethics advice to all staff; (d) preparing the annual programme for leadership dialogues; (e) enhancing the Secretariat's ability to evaluate and measure its organizational commitment to ethics and integrity through appropriately designed qualitative and quantitative research tools; (f) identifying and responding to individual integrity, institutional integrity and ethical process risks; (g) providing support for, and sustaining and promoting, an organizational culture premised on ethics, integrity, accountability,

transparency and respect; (h) increasing ethics advisory support for procurement and partnerships; and (i) providing support to the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat (see ST/IC/2016/25).

1.186 Through the auspices of the financial disclosure programme, covered staff members disclose their assets, liabilities and outside activities and those of their immediate family members in order for the United Nations to detect, mitigate and resolve actual or possible conflicts of interest. In accordance with applicable United Nations staff regulations, these matters must be resolved in the interests of the Organization. Given that the number of filers has gradually increased over the years, with new entities and filers joining the programme each year, it is expected that the trend will continue. The Ethics Office will also continue to work with a range of non-Secretariat entities in meeting their financial disclosure programme needs and remains available to provide conflict of interest-related support and advice. All of these efforts support the mandate of the Office to promote coherence (see ST/SGB/2007/11 and Amend.1).

1.187 During the biennium 2018-2019, the Ethics Office will: (a) continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency, and thereby enhance the trust in, and the credibility of, the United Nations; (b) continue to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter; (c) continue its outreach and communications campaign to raise awareness of the services provided by the Office related to ethics and integrity, with particular emphasis on field staff; (d) continue to clarify standards and develop training and education programmes on ethics issues; (e) continue to provide confidential ethics advice and guidance, as well as administer the ethics helpline; (f) continue to administer the financial disclosure programme; (g) continue to provide protection against retaliation for those staff members who have reported misconduct or cooperated with a duly authorized audit or investigation; and (h) promote and facilitate coherence, mutual support and harmonization among the Ethics Office, the Ethics Panel and the Ethics Network.

Table 1.40 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote and sustain an ethical organizational culture of integrity, accountability and transparency, and to ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Increased ability of staff members to detect ethics issues and apply ethical judgement	(i) Outreach and training sessions [number]	Target	280	250	150	130
		Estimate		260	250	130
		Actual			269	240
	(ii) Ethics enquiries resolved [number]	Target	1 000	950	795	700
		Estimate		1 100	950	795
		Actual			1 083	964
(b) Effective administration of the financial disclosure programme	Achievement of full compliance rate [percentage]	Target	100	100	100	100
		Estimate		99.9	100	100
		Actual			100	99.9
(c) Effective administration of the protection against retaliation policy	Requests for protection against retaliation that are evaluated within 45 days [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

1.188 The Ethics Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) it receives staff members' financial disclosure statements on time; (b) it receives complete information from clients who seek protection against retaliation; (c) the security situation in United Nations offices globally allows for outreach visits; (d) staff avail themselves of the training and services provided by the Office; (e) members of the United Nations Ethics Panel and Ethics Network participate in and contribute to scheduled meetings; (f) United Nations leaders continue to provide strong "tone from the top" leadership and support for the Office; (g) mid-level managers serve as champions for ethics and integrity and encourage staff to speak up, report concerns and seek out confidential advice; (h) the decisions of the United Nations Dispute Tribunal are supportive of the confidential and independent nature of the Office; and (i) the heads of office continue to pursue avenues to improve their organizational cultures with respect to ethics and integrity.

Outputs

1.189 During the biennium 2018-2019, the following outputs will be delivered:

Table 1.41 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	2
2. Informal consultations of the Fifth Committee	3
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	5
Parliamentary documentation	
4. Report of the Secretary-General on the activities of the Ethics Office	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
5. Regular meetings of the Ethics Panel of the United Nations	20
Administrative support services (regular budget/extrabudgetary)	
Overall management	
6. Receipt of financial disclosure and declaration of interest statements and coordination for assessment under the financial disclosure programme (number of statements)	11 200
Human resources management	
7. Expert advice to and protection of staff members against retaliation in cases of misconduct or cooperation in duly authorized audits or investigations (number of staff)	100
8. Ethics advice, guidance to staff on the United Nations standards of conduct and technical assistance on ethics issues for inquiring offices (number of staff)	1 080
9. In-person and remote awareness-raising meetings on the application of United Nations standards of conduct to frequently encountered ethics issues	340

1.190 The distribution of resources of the Ethics Office is reflected in table 1.42.

Table 1.42 **Resource requirements: Ethics Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 449.9	2 645.6	8	9
Non-post	1 093.7	1 055.7	–	–
Subtotal	**3 543.6**	**3 701.3**	**8**	**9**
Other assessed	1 926.8	2 131.5	3	3
Extrabudgetary	1 670.4	1 821.0	–	–
Total	**7 140.8**	**7 653.8**	**11**	**12**

1.191 The amount of $3,701,300, reflecting a net increase of $157,700 compared with the appropriation for 2016-2017, would provide for nine posts (1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) ($2,645,600) and non-post requirements, including other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($1,055,700), to support the implementation of the mandate of the Office.

1.192 The net increase of $157,700 is due to: (a) the proposed establishment of a post of Legal Officer (P-4) to ensure adequate capacity to implement major improvements, pursuant to the provisions of the related Secretary-General's bulletin (see ST/SGB/2017/2), in supporting appeals and reviews of Ethics Office determinations on requests for protection against retaliation and for reviewing cases of and providing advice to staff seeking protection against retaliation, which is offset in part by (b) decreases reflecting the efficiencies that the Office plans to bring about in 2018-2019.

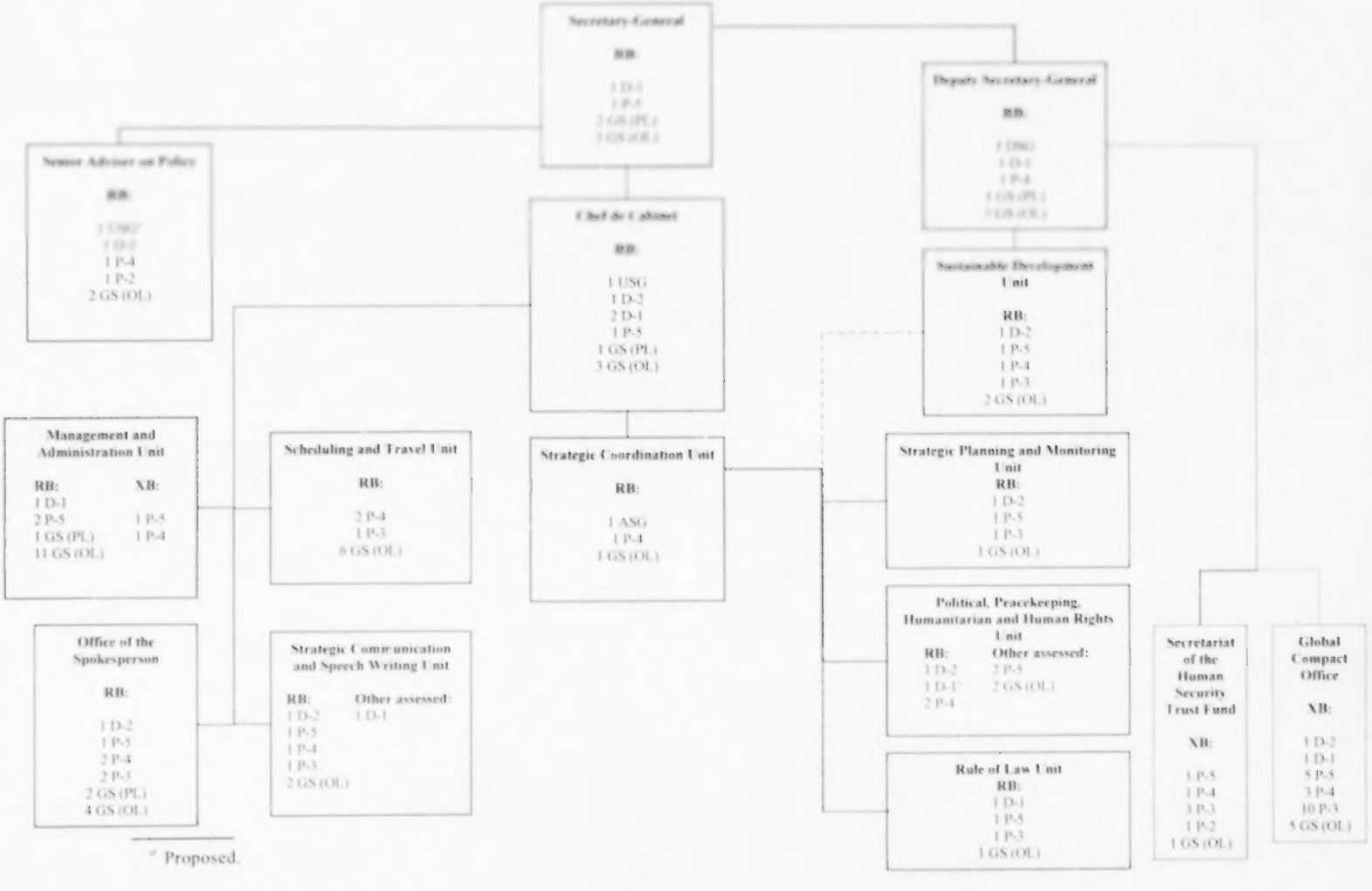
1.193 Resources funded from the support account for peacekeeping operations, estimated at $2,131,500, would enable the Ethics Office to continue to provide support to staff in the field to achieve a full compliance rate.

1.194 Extrabudgetary resources in the estimated amount of $1,821,000 would be utilized to complement other resources available to the Office to carry out various activities and to provide for the participants in the financial disclosure programme funded through extrabudgetary resources. The increase of $150,600 reflects the anticipated level of extrabudgetary resources to support the Office.

Annex I

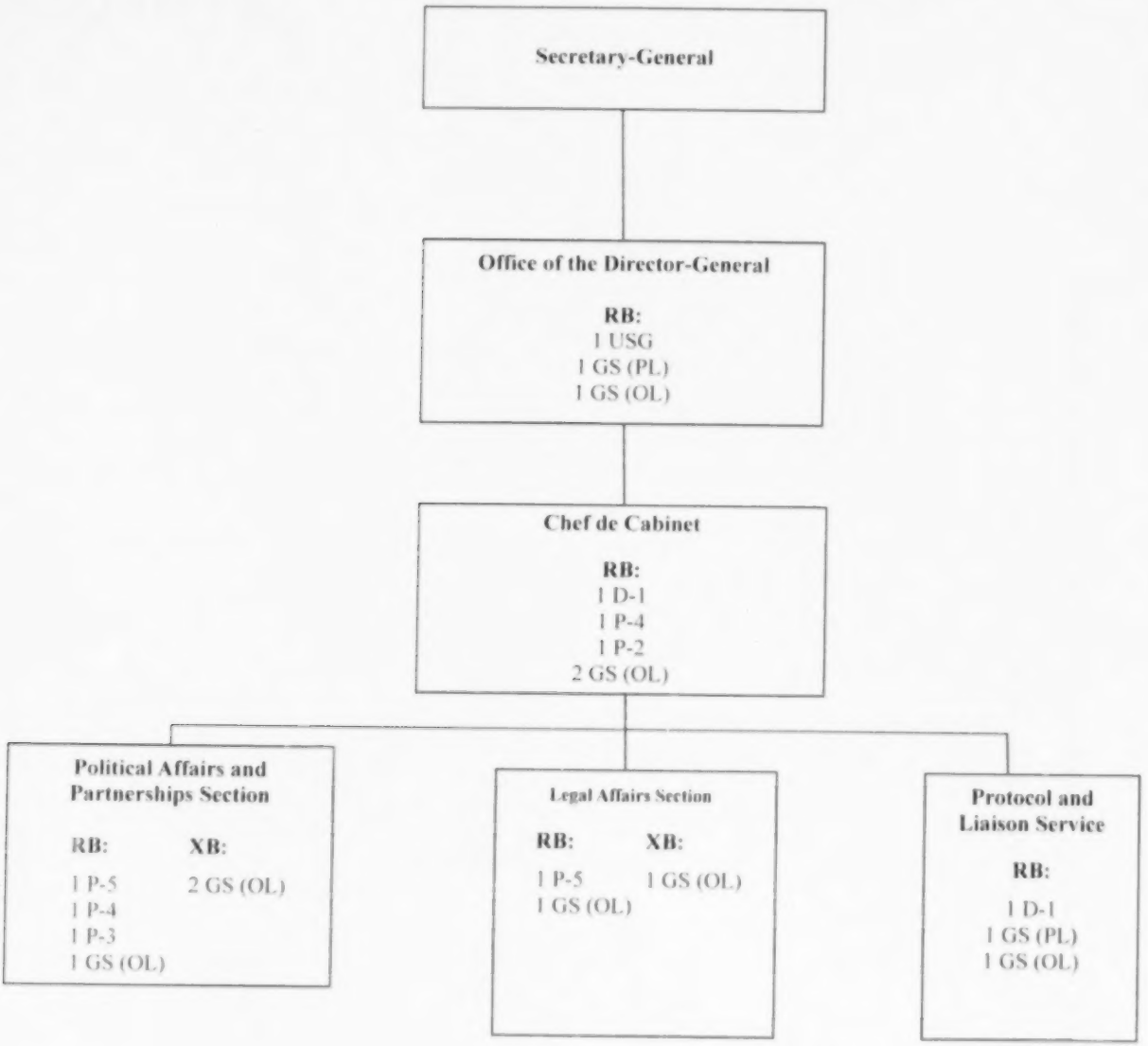
Organizational structure and post distribution for the biennium 2018-2019

A. Secretary-General and Executive Office of the Secretary-General

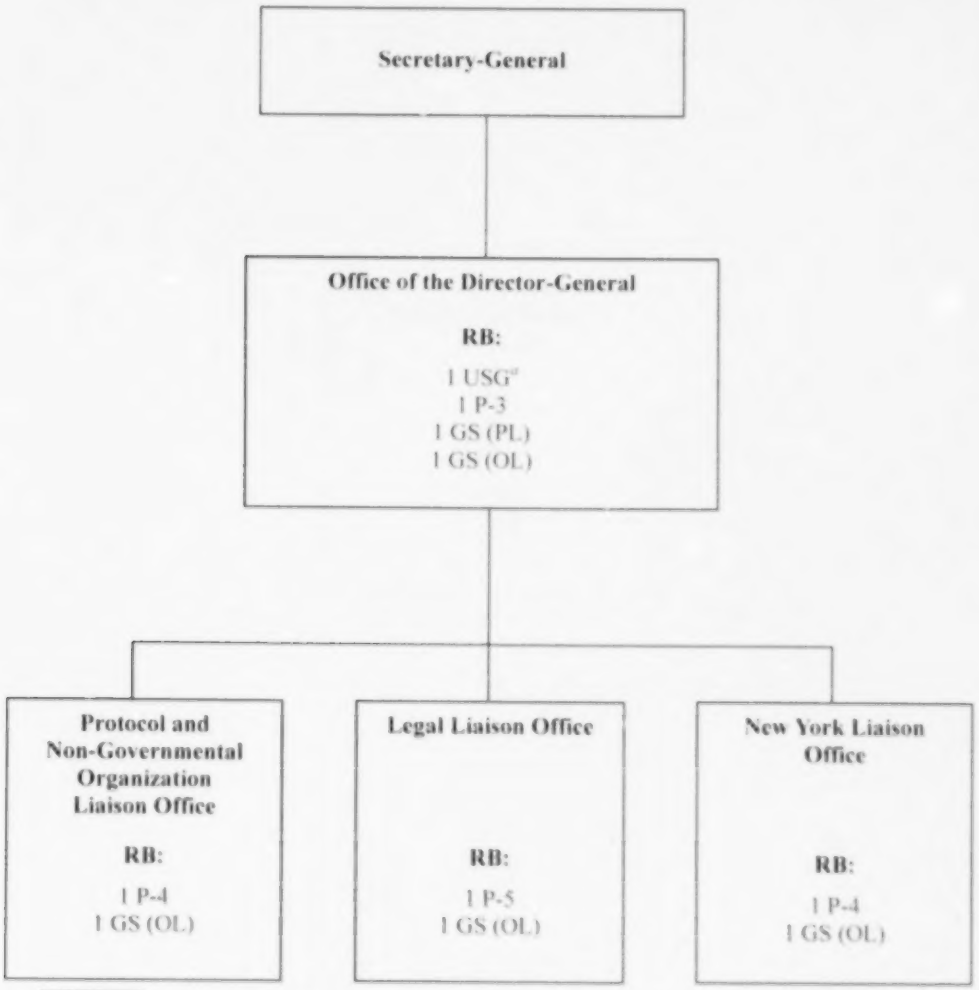


[a] Proposed.

B. Office of the Director-General, United Nations Office at Geneva

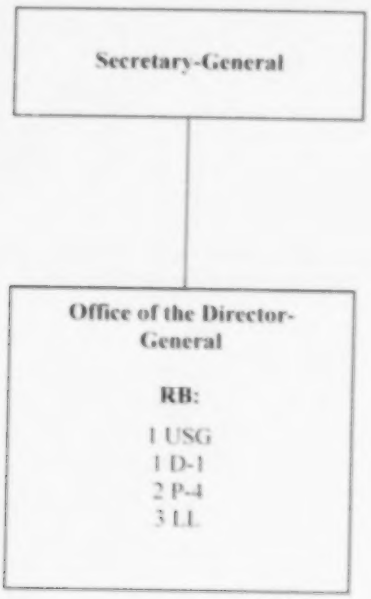


C. Office of the Director-General, United Nations Office at Vienna

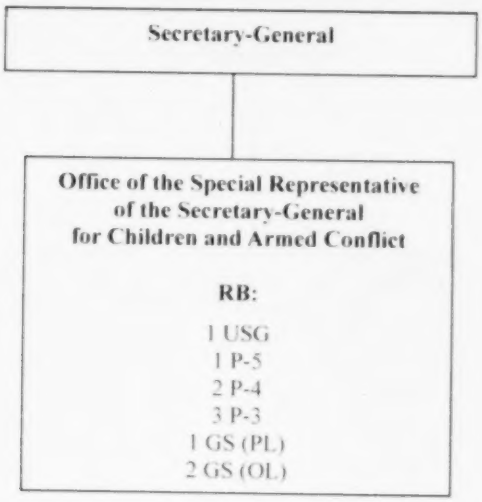


[a] Reflected under the staffing complement of the United Nations Office on Drugs and Crime (section 16).

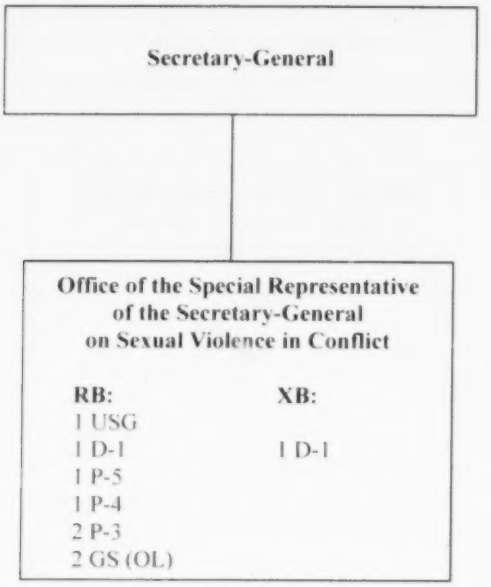
D. Office of the Director-General, United Nations Office at Nairobi



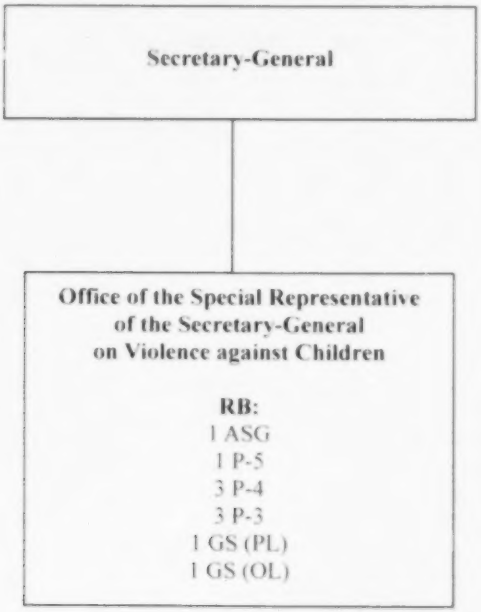
E. Office of the Special Representative of the Secretary-General for Children and Armed Conflict



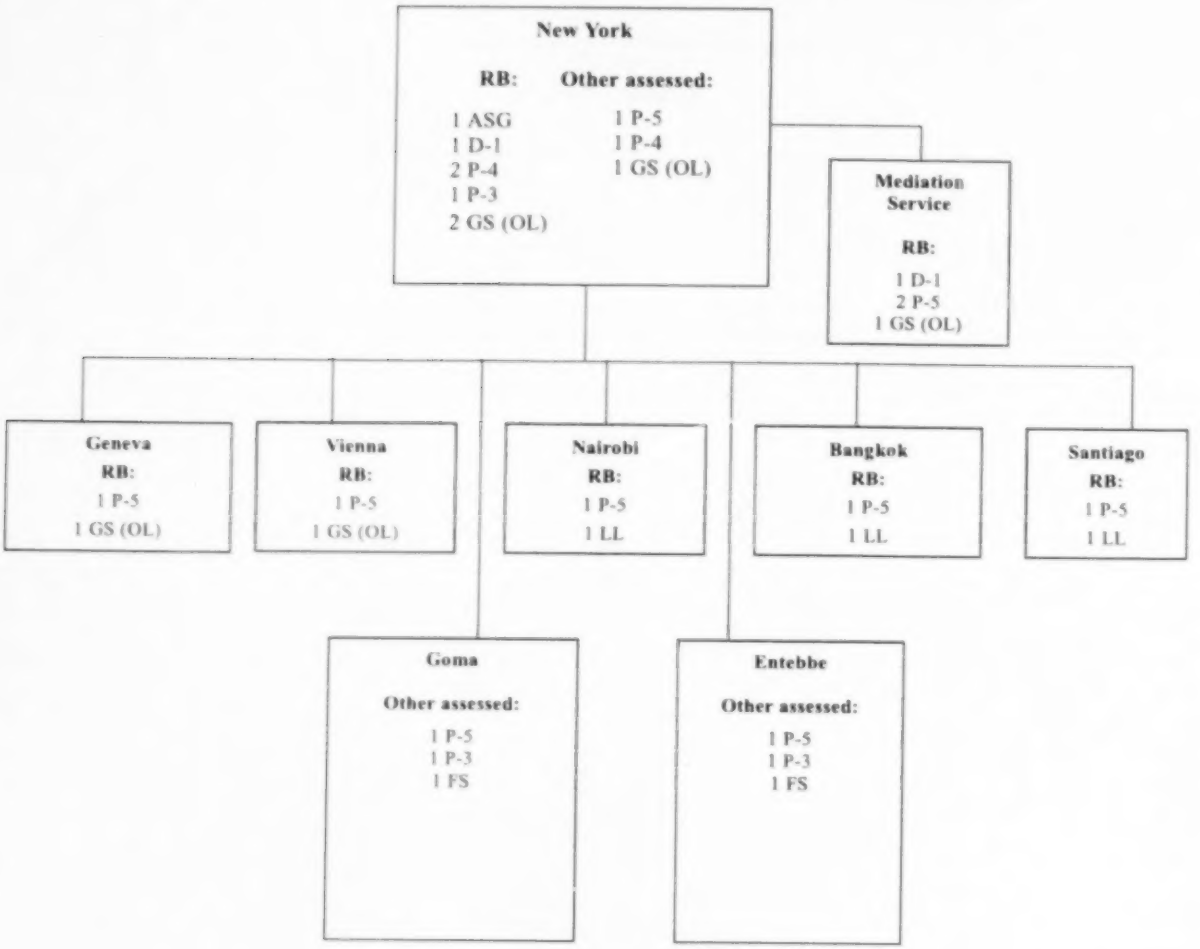
F. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



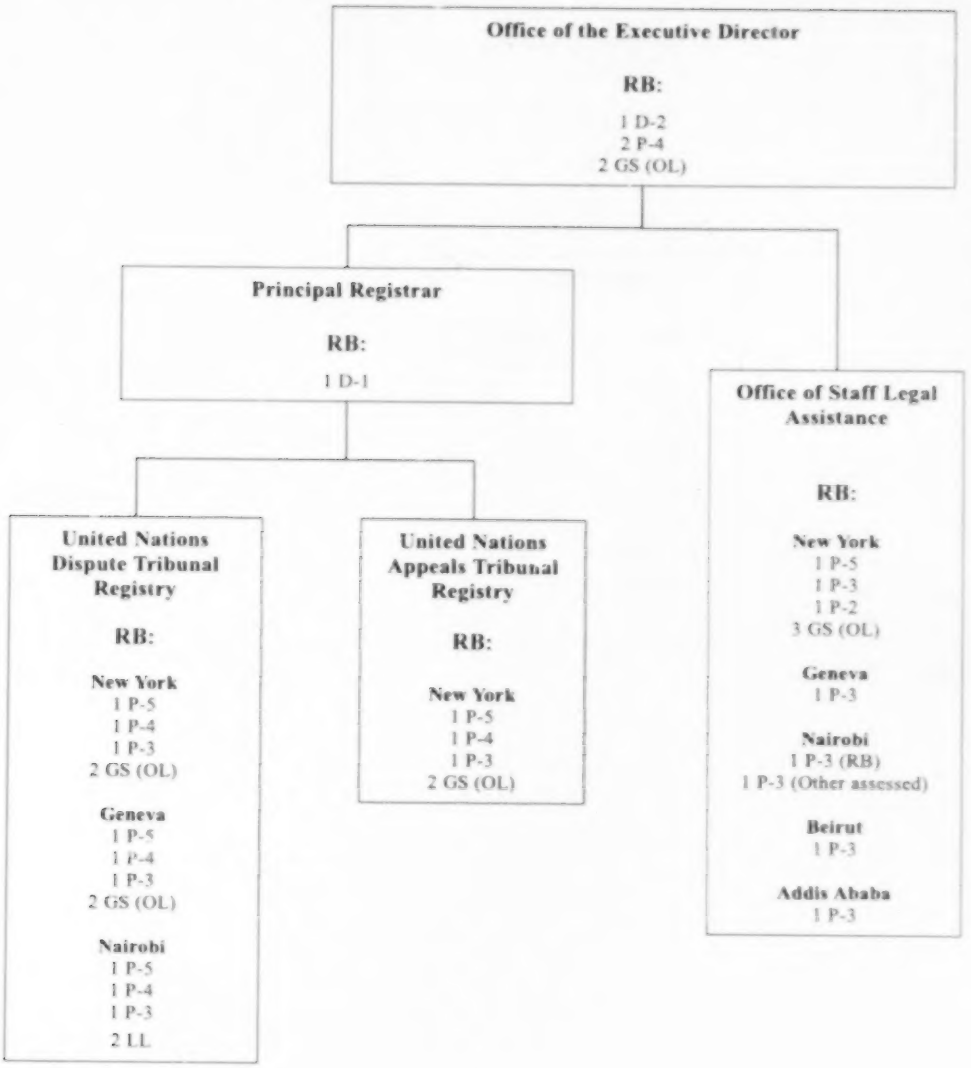
G. Office of the Special Representative of the Secretary-General on Violence against Children



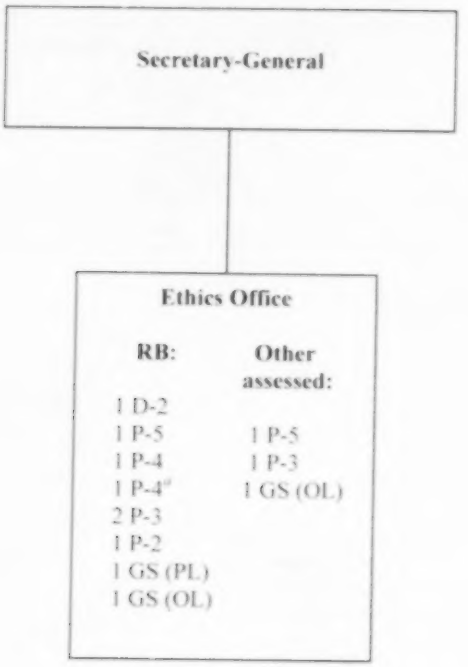
H. Office of the United Nations Ombudsman and Mediation Services



I. Office of Administration of Justice



J. Ethics Office



[a] Proposed.

Annex II

Outputs included in the biennium 2016-2017 not to be delivered in the biennium 2018-2019

A/70/6 (Sect. 1)	*Output*	*Quantity*	*Reason for discontinuation*
1.98 (c)(ii)	Working paper on a topic to be selected with partners on issues of concern where greater advocacy focus/attention is needed	1	Completed
1.127 (b)(vi)	Newsletters	4	Duplicate; utilizing other forms of communication